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United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report is submitted in the context of General Assembly resolution 72/262, on special subjects relating to the proposed programme budget for the biennium 2018–2019, whereby the Assembly authorized the Secretary-General to enter into commitments in an amount not exceeding $50,000,000 for the United Nations Assistance Mission for Iraq (UNAMI) for the period from 1 January to 30 June 2018.

The present report contains the proposed resource requirements for 2018 for UNAMI in the amount of $114,195,400 (net) ($123,455,100 gross). The General Assembly is requested to approve the budget in the amount of $114,195,400, including the amount of $50,000,000 in commitment authority approved by the Assembly in its resolution 72/262, and to charge the corresponding amount against the provision for special political missions under section 3, Political affairs, of the programme budget for the biennium 2018–2019.

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I. Overview of the Mission

Background, mandate and objective

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, by its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the fulfilment of the aforementioned mandate. The mandate was reviewed and expanded by the Council by its resolutions 1770 (2007) and 2107 (2013), and renewed by its resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011), 2061 (2012), 2110 (2013), 2169 (2014), 2233 (2015) and 2299 (2016). In July 2017, the Council adopted its resolution 2367 (2017), by which it extended the mandate of UNAMI until 31 July 2018.

2. The current mandate of UNAMI encompasses, at the request of the Government of Iraq, a number of key areas, including providing advice, support and assistance to the Government and the people of Iraq in advancing inclusive political dialogue and national reconciliation; providing assistance in the electoral process; facilitating regional dialogue between Iraq and its neighbours; promoting the protection of human rights and judicial and legal reform; promoting gender equality; and promoting coordination and enhancing delivery in the humanitarian and development areas. Furthermore, pursuant to Security Council resolution 2107 (2013), UNAMI is mandated to promote, support and facilitate efforts of the Government of Iraq regarding the repatriation or return of all Kuwaiti and third-country nationals or their remains and the return of Kuwaiti property, including the national archives, seized by Iraq.

3. Iraq continues to face significant political, humanitarian, human rights and security challenges, despite the liberation by the Iraqi security forces, including the popular mobilization forces (PMF), the Peshmerga of the Kurdistan region and tribal fighters, along with the international coalition, of areas previously occupied by Islamic State of Iraq and the Levant (ISIL). The security environment is expected to remain volatile as terrorists and extremist groups, including ISIL and Al-Qaida, try to exploit and deepen sectarian, tribal or ethnic divides.

4. The liberation of Ninawa Governorate from ISIL is unlikely to immediately translate into stability across that area. A significant armed presence in the Governorate is expected to continue in the disputed internal boundary areas. Tensions between those forces may arise despite the Government's efforts to reduce the number of weapons and limit them to those authorized by the State. Therefore, inclusive and effective political and security arrangements, including effective local administrations, need to be established expeditiously in the liberated areas to ensure the achievement of long-term stability in the post-ISIL phase, including the voluntary and dignified return of internally displaced persons.

5. The Governorate Council elections initially scheduled for 2017 have been postponed, while intensive preparations for the Council of Representatives elections are ongoing, with the approval of the election date of 12 May 2018. Prolonged negotiations for the formation of a new Government are expected to ensue. Furthermore, the referendum of September 2017 on the independence of the Kurdistan region, held in the region as well as in part of the disputed areas (including Kirkuk Governorate), and the subsequent declaration of its unconstitutionality by the Federal Court of Iraq have led to disagreements between the federal Government and the Kurdistan region. The federal Government continues to demand the restoration of full federal authority over all disputed areas in and oil exports from the Kurdistan

region and the country's external border crossings located in the region, including the two international airports in Erbil and Suleymaniyah.

6. Iraqi political leaders are increasingly re-engaging in a national reconciliation process, supported by UNAMI on the basis of its mandate. Through the Implementation and Follow-up Committee on National Reconciliation, UNAMI has submitted its non-paper on the "national settlement" to the Office of the Prime Minister. UNAMI has supported the reconciliation efforts through consultations, workshops and round-table discussions across Iraq, while the Special Representative of the Secretary-General continues to reach out to Iraqi political components to encourage engagement. While the national reconciliation process is expected to make progress, the search for a final settlement agreement might be delayed as a result of the Council of Representatives elections. Ensuing post-electoral negotiations over the formation of a government, however, will likely reinvigorate the momentum towards national and societal reconciliation.

7. The impact of terrorist activities and the existence of diverse armed groups, militias and criminal gangs have continued to reverberate and to undermine the promotion and protection of human rights and the return of internally displaced persons, and erode the credibility and authority of the rule of law. Untold suffering has been inflicted on Iraqi citizens as a result of the targeted ethnic cleansing, abductions, acts of physical and sexual abuse, use of non-combatants as human shields and other widespread human rights abuses and violations carried out by ISIL, including destruction and damage to livelihoods and properties as well as desecration of religious and cultural sites. Particularly affected have been members of the country's diverse ethnic and religious communities, women, girls, sexual minorities and people associated (or perceived to be associated) with the Government.

8. Women and girls, especially in those areas affected by armed conflict, are becoming increasingly vulnerable and continue to be exposed to conflict-related and gender-based sexual violence. If not properly addressed, the consequences of sexual violence, including non-acceptance of and discrimination against women affiliated with ISIL and mothers with children born as a result of rape, are likely to raise protection concerns and impede the possibility of intra- and intercommunal reconciliation. The Government of Iraq continues to make progress towards the finalization of the draft implementation plan of the joint communiqué on the prevention of and response to conflict-related sexual violence. Notwithstanding the advocacy efforts of the United Nations and civil society organizations, limited progress has been made in the context of the country's national action plan for the implementation of Security Council resolution 1325 (2000) on women and peace and security. Concerted efforts need to be made to advance women's representation and participation in the political, national reconciliation and electoral processes.

9. Populations outside areas that witnessed liberation operations by government forces also continued to suffer from the activities of armed groups, which perpetrated targeted killings and kidnappings and committed other acts of violence and intimidation. Violence and armed conflict, often of a tribal nature, continued to have a corrosive effect on the rights of women and girls, diverse ethnic and religious communities and persons with disabilities, as well as on the rights to freedom of expression and assembly and other economic, social and cultural rights.

10. With most major military operations against ISIL concluded, humanitarian operations in Iraq are expected to contract significantly in 2018. However, needs remain, with more than 8.7 million people still vulnerable, including more than 2.6 million who remain displaced and some 3.2 million who have returned to their areas of origin. The conditions faced by returnees vary enormously; some areas are heavily contaminated by mines and unexploded ordnance, while in others, public

infrastructure, including schools and health clinics, has been extensively damaged. Tens of thousands of houses have been destroyed by conflict, and in many areas basic services are functioning only minimally. Ensuring the voluntariness of the returns process, while affirming continued efforts to ensure stability and the delivery of basic services in areas of return, is critical.

11. The end of large-scale military operations against ISIL has shifted the focus of the Government of Iraq and the international community towards the prioritization of a wide array of fundamental political and electoral, security, human rights and rule of law, governance, reconstruction and economic development issues. Addressing those issues in a comprehensive and inclusive manner, while ensuring the participation of the country's youth, women and diverse ethnic and religious communities, will be paramount if the Government is to achieve national and societal reconciliation and settlement in order to ensure the future of Iraq as a stable, secure, federal, united and democratically inclusive State in which all its citizens can fully and equally participate without discrimination and with equal rights and justice.

12. The liberation of ISIL-held areas and the prospects of the upcoming elections have sharpened the attention of a range of stakeholders on the role and expectations of UNAMI, in particular regarding its good offices role with respect to the relations between Baghdad and Erbil, the disputed internal boundaries, national and community reconciliation, electoral assistance and the stabilization of liberated areas. Owing to its respected impartiality, the United Nations will continue to play its role as a leading partner that supports the Government and the people of Iraq in working effectively with all actors to facilitate political dialogue and national reconciliation. Calls for even more engagement by UNAMI to support humanitarian efforts, stabilization, reconstruction, political, economic and social reforms, security sector reform and demobilization, and reconciliation are expected.

Cooperation with other entities

13. The United Nations, in particular UNAMI, is working in close cooperation with other government and civil society partners in Iraq to ensure the coherence, efficiency and alignment of programmes, policies and activities in the delivery of relevant areas of the mandate. Coordinating frameworks include the United Nations Development Assistance Framework for 2015–2019 and the recovery and resilience programme for 2018–2019, in line with priorities identified in partnership with the Government of Iraq, the Iraq Humanitarian Response Plan 2017 and the Integrated Strategic Framework 2016–2017.

14. UNAMI also engages with representatives of Member States and their Iraqi counterparts to enhance the technical capacity-building and support provided to the Government of Iraq in the area of counter-terrorism, and coordinates its initiatives in support of national institutions on security sector reform with the United Nations country team and the Counter-Terrorism Committee Executive Directorate. UNAMI is engaged with the country team in the implementation of a range of activities aimed at promoting respect for and the protection of human rights and the rule of law. The Mission and the United Nations Development Programme (UNDP) are cooperating to build the capacity of relevant committees of the Council of Representatives and of the Independent High Commission for Human Rights. UNAMI has also worked with UNDP on a range of initiatives relating to transitional justice and community reconciliation. In partnership with the Office of the United Nations High Commissioner for Human Rights, the Mission has implemented projects aimed at the legal and institutional reform of the criminal justice system.

15. UNAMI and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) continue to collaborate on the provision of

technical support and advice to the Government of Iraq with respect to implementing the national action plan for the implementation of Security Council resolution 1325 (2000), 2014–2018; the national strategy on the advancement of women, 2014–2018; and the national strategy to eliminate violence against women, 2014–2017. Furthermore, UNAMI supported the implementation of the gender scorecard of the United Nations country team. UNAMI and UN-Women also support initiatives of the Independent High Electoral Commission to promote the inclusive participation of women in elections. UNAMI and UN-Women organized consultative meetings with civil society representatives and women leaders on strengthening the participation of women in reconciliation and settlement processes. UNAMI and the country team continue to work together in addressing conflict-related sexual violence within the framework of the joint communiqué on the prevention of and response to conflict-related sexual violence. Additional cooperation has been established under the Monitoring, Analysis and Reporting Arrangements Technical Working Group in line with Security Council resolution 1960 (2010). In line with Council resolution 1612 (2005), UNAMI continues to collaborate with the United Nations Children's Fund, other United Nations agencies and civil society representatives within the framework of the monitoring and reporting mechanism on grave violations against children in armed conflict, as well as with relevant ministries on issues relating to child protection.

16. In coordination with the United Nations country team, UNAMI supports the Government of Iraq in the preparation of the national development plan for 2018–2022 and its related mechanisms, the poverty reduction strategy and the reconstruction framework, and promotes the integration of the Sustainable Development Goals. The Office for the Coordination of Humanitarian Affairs of the Secretariat and UNAMI provided support to national and international humanitarian partners in the implementation of emergency operations. UNAMI, in collaboration with UNDP, the Office and the International Organization for Migration, also provided ongoing support for capacity development to enhance the self-reliance of the central and Kurdistan Regional Governments in the coordination and delivery of humanitarian assistance. The Office and UNAMI worked in coordination with United Nations agencies, funds and programmes, non-governmental organizations and donors to advocate the safe and secure return of internally displaced persons to newly accessible areas.

Planning assumptions for 2018

17. Following the destruction of the organizational structures of ISIL in Iraq in 2017, the outlook for Iraq in the short to medium term is likely to be characterized by positive efforts aimed at increased stability, security, political, economic and social reforms, and national and societal reconciliation, as well as improved and balanced cooperation with the countries in the region, the broader Arab world and the international community. However, despite the positive aspects, the situation will continue to be characterized by political, security, social and economic volatility due to insecurity, unmet political demands, sectarian and ethnic tensions, internal displacement, corruption, unequal access to basic services, failure to ensure full respect for and protection of human rights and the rule of law, and regional dynamics.

18. On the political front, the Mission will need to make considerable efforts in the areas of electoral technical assistance, political support and the good offices of the Special Representative of the Secretary-General. Political negotiations on the formation of a Government will likely underline the need for greater efforts aimed at national and societal reconciliation. The Government's ability to tackle security challenges will depend on, among other things, its ability to reform the national security force and rebuild it into an effective force and to undertake the security sector

reforms necessary to establish control over the violence within the country's borders. The consequences of the referendum held on 25 September 2017 and its negative effect on relations between Baghdad and Erbil will continue to have an impact on legislative activity (including the approval of a federal budget), governance reform and the stability of those areas with disputed internal boundaries. Some of the minority communities in Ninawa, especially the Yazidis in Sinjar and the Christians in the Ninawa plains, will strongly advocate greater autonomy in their areas through the creation of new administrative units. The Mission is requested to assist the minorities and their counterparts in Baghdad and Erbil in identifying constructive confidence-building measures and solutions.

19. Regional issues, including the Syrian conflict and other regional trends marked by heightened sectarian tensions, are also likely to continue to affect Iraq. Political dynamics following the near-defeat of ISIL in the Syrian Arab Republic will continue to be relevant to the Iraqi political and security landscape, especially with regard to PMF. The collaboration of PMF and associated groups with regional counterparts has prompted reactions from some of the immediate and other neighbours of Iraq and is likely to influence the country's regional standing. The conflict between the Government of Turkey and the Kurdish Workers Party is likely to continue to affect popular sentiments in the Kurdistan region as well as attitudes in Turkey regarding Iraq and the Syrian Arab Republic.

20. This volatile situation will also continue to have a potentially negative effect on the rule of law and human rights, in particular the rights of women, children, members of ethnic and religious minority groups and people with disabilities; political rights, including freedom of expression and non-discriminatory participation in political processes; and non-discriminatory access to basic services. Promoting the protection of and respect for the rights of diverse ethnic and religious minority communities and the rights of persons with disabilities and ensuring equal, non-discriminatory access to basic services will remain at the forefront of the Mission's activities, together with fostering respect for cultural, social and economic rights.

21. Following the liberation of areas under ISIL control, the Government has accelerated its focus on reconstruction, the return of displaced persons and the long-term objectives of the 2030 Agenda for Sustainable Development. A document entitled "Government Vision 2030", the national development plan for 2018–2022, the national reconstruction and development framework for 2017–2026 and the poverty reduction strategy were finalized towards the end of 2017 and are undergoing political review. UNAMI and the United Nations country team will support the preparation of the new United Nations Development Assistance Framework in 2018. The country team will also focus on the resilience and recovery programme. UNAMI and the country team will play an important role in supporting the translation of the national United Nations Development Assistance Framework plans into provincial plans.

22. A humanitarian response plan has been developed for 2018, and funding is being sought to enable partners to accelerate its implementation.

Strategic priorities and plans for 2018

23. Pursuant to paragraph 7 of Security Council resolution 2367 (2017), an independent external review team conducted an independent and external assessment of the priorities, structure, staffing and resources of UNAMI with a view to identifying areas where the Mission had comparative advantages and synergies with other United Nations entities operating in Iraq so as to determine that the Mission and the United Nations country team were configured for the most appropriate and efficient fulfilment of their mandated tasks.

24. With the liberation of Mosul and the defeat of ISIL, Ninawa Governorate, of which Mosul is the provincial centre, will be a high-priority area for the Mission. UNAMI will establish a Mosul team in order to closely monitor the political, human rights and security situations in the Governorate and exercise good offices with the local authorities, communicate with various armed groups and advocate an all-inclusive dialogue and reconciliation process for peace and stability. The team will initially be based Erbil until such time as a joint United Nations premises is established in Mosul. The team will comprise mission personnel from the Office of Political Affairs, the Human Rights Office, the Public Information Office and the Security Section.

25. An assessment of the security architecture with special reference to premises security and the employment of United Nations guard units was conducted from 29 January to 5 February 2018 by a team from the Department of Safety and Security at Headquarters. The findings resulting from the assessment, which were also identified as recommendations in the context of the independent review, will be reflected in the 2019 budget, which will also take into account the post-electoral security environment. UNAMI continues to support the United Nations security management system organizations in Iraq in the provision of common services and security on a cost-reimbursable basis. Mission security provides security support, including premises security, operational support for field missions, a radio room, training, access control and liaison, to the United Nations country team, which is acknowledged by the members of the country team. The Department has, however, determined that staffing costs related to 14 international and 15 national staff providing such support will be borne exclusively by the Mission, not shared by country team entities, leading to an additional $1.3 million impact on the UNAMI budget for 2018. A fit-to-task review is to be carried out by the Department and the Inter-Agency Security Management Network later in the year to determine precisely the staffing requirements that should be included under this mechanism.

26. With regard to reviewing and reorganizing units involved in humanitarian coordination and development under the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), in line with the independent review team, a comprehensive review led by a team from Headquarters will be conducted in 2018 and reflected in the 2019 budget proposal.

27. In line with recommendations made by the advisory bodies, the Mission has embarked on efforts to strengthen its national staffing complement. However, it needs to ensure business continuity during times when the security situation does not permit national staff to be present at work to carry out critical functions. A number of areas have been identified in which nationalization will be feasible, and more are expected to be identified following an additional review. The strategy for 2019 includes nationalizing some vacant international posts and some of those that will become vacant in 2018.

II. Mission mandate and planned results

Performance information for 2017

28. The UNAMI leadership continued to implement its good offices mandate to assist and help advance the Iraqi-led and Iraqi-owned national reconciliation process. In support of those efforts, the Mission has engaged in liaison with the country's political, religious and community leaders to assist the Government of Iraq in developing and implementing a comprehensive and inclusive process of national and community reconciliation, in coordination with the Implementation and Follow-Up National Reconciliation Committee of the Office of the Prime Minister.

29. In support of national reconciliation, UNAMI carried out various activities. With a focus on youth, who make up more than half of the population of Iraq, UNAMI completed a project called "Iraq: youth and coexistence", which entailed the holding of seven separate forums across Iraq involving different segments of the youth population. The project concluded with a national conference held in Baghdad on 20 May. Recommendations arising from the forums were presented by representatives of the participants to the Adviser to the Prime Minister in charge of national reconciliation. In order to engage community and civil society leaders in a focused conversation about the post-ISIL phase, the Mission convened six round tables entitled "Iraq after the conflict" across the country and a final national summit in Baghdad at which participants explored key challenges facing Iraq after the defeat of ISIL. UNAMI convened a series of forums for journalists, in close coordination with the Implementation and Follow-Up National Reconciliation Committee, aimed at familiarizing them with the concept and process of national reconciliation.

30. In addition, UNAMI organized a series of round-table discussions in several governorates to share with local political and community leaders visions, challenges and prospects related to national reconciliation.

31. UNAMI also engaged in two additional activities in support of national reconciliation — a capacity-building session with the minority directorate of the National Reconciliation Committee and a research project on land disputes and demographic changes in the northern part of Iraq — with a view to enabling the Mission to respond more effectively to potential conflicts that may emerge in a post-ISIL environment.

32. In 2017, the Mission intensified its support for the Independent High Electoral Commission through the provision of technical advice on the review of the electoral legal framework, the resolution of electoral disputes, and external outreach activities to help build the capacity of the Commission. UNAMI also continued to advise the Commission on measures to facilitate the registration of internally displaced persons as voters to promote their electoral participation. Furthermore, UNAMI provided its expertise on options for adopting technologies in vote-counting and the transmission of election results. The Mission engaged with the Commissioner Selection Committee on improving the inclusiveness and transparency of the selection process. At the invitation of the Council of Representatives, UNAMI provided technical advice on amendments to the law on governorate and district council elections, the law on Council of Representatives elections and the law on the Independent High Electoral Commission. In November 2017, the United Nations system-wide focal point on elections authorized the deployment of an electoral needs assessment mission to Iraq to assess requirements and define priorities for United Nations electoral assistance as the country prepares for a number of electoral events, including the elections scheduled for 2018.

33. UNAMI encouraged the Independent High Electoral Commission and the Kurdistan region's Independent High Electoral and Referendum Commission to continue their engagement through their regular meetings and to set up working committees in relation to the sharing of the voter registry database and the sharing of electoral expertise in line with the signed memorandum of cooperation between the two institutions. This led to an initial dialogue and an exchange of visits at the technical level.

34. Together with governmental, judicial and civil society partners, UNAMI continued to work towards criminal justice reforms that would result in due process and fair trial standards in the criminal justice system of Iraq and ensure access to justice for marginalized or at-risk groups. UNAMI also provided training for law enforcement officials and institutionalized training on human rights and the rule of

law in their respective training curricula. Training on the protection of civilians and human rights monitoring and reporting, which was conducted for journalists, State media reporters, human rights defenders and youth groups, was aimed at increasing respect for and the protection of the freedom of expression and assembly.

35. In line with its mandate on the implementation of the women and peace and security agenda in Iraq, the Mission advocated the promotion of women's full participation in electoral processes, politics and decision-making at all levels, with a particular focus on the areas liberated from ISIL. As public space for engagement by women continues to shrink, the Mission embarked on a series of consultative meetings with political leaders and heads of political blocs to follow up on the commitments to ensure women's representation and effective participation in national reconciliation and settlement processes. UNAMI also continued to carry out advocacy with the Government aimed at the establishment of mechanisms and legal frameworks for guaranteeing the participation of women in all three branches of government and in national and community reconciliation processes. Similarly, the Mission advocated greater inclusivity of the Board of Commissioners of the Independent High Electoral Commission, as no women had been selected for that body. In 2017, the monitoring, analysis and reporting arrangements were established in line with the UNAMI mandate. Engagement with government officials, religious leaders and civil society to identify strategies for tackling conflict-related sexual violence continued throughout 2017.

36. UNAMI continued to monitor and report on the impact of armed conflict on civilians and to provide real-time information on patterns of human rights violations and abuses to United Nations Headquarters and the international community. In 2017, the Mission published two reports on the protection of civilians, two reports on the general human rights situation in Iraq and two ad hoc reports, one on the rights of women in the post-ISIL era and the other on the protection of minorities. In addition, UNAMI continued to work with the United Nations Office for Project Services in building the capacities of the national human rights institution, the Independent High Commission for Human Rights, and of the Kurdistan Regional Board of Human Rights.

37. UNAMI conducted monitoring visits to camps for internally displaced persons and engaged with government authorities to promote compliance with human rights standards at screening centres and camps for the internally displaced. The Mission resumed monitoring visits to prisons of the Ministry of Justice and provided technical advice to prison directors on compliance with international detention standards. Furthermore, UNAMI provided technical support to government and United Nations partners with regard to the establishment of policies, programmes and training on countering terrorism while protecting and respecting human rights; the prevention of radicalization; de-radicalization; and ensuring that human rights are integrated into security sector reform training and programmes.

38. UNAMI engaged with the Government in relation to mass graves, including the need for the protection, excavation and transparent investigation of each mass grave and the prosecution of perpetrators; accountability for threats, abductions, killings and destruction of the private property of internally displaced persons in government-controlled areas; and accountability for crimes committed by ISIL against men, women and children, including minorities, through the advocacy of mechanisms for ensuring that international crimes such as genocide, war crimes and crimes against humanity are justiciable under Iraqi criminal law. Furthermore, the Mission carried out advocacy with relevant parliamentary committees, members of civil society groups and media with regard to legislative reforms on draft bills to promote their compliance with international human rights standards.

39. The Mission conducted training-of-trainers and capacity-building sessions for civil society organizations and government officials to strengthen civil society engagement in monitoring and reporting on human rights and in addressing deficiencies in respect for and the protection of human rights at the community level. UNAMI supported the Government of Iraq and the Kurdistan Regional Government in holding consultations on the development of a national human rights action plan, based on the recommendations resulting from the universal periodic review of Iraq, which had been concluded by the Human Rights Council in March 2015. Similarly, the Mission also supported the Kurdistan Regional Government in developing a regional human rights action plan.

40. UNAMI continued to support and facilitate the coordination of humanitarian assistance with the Office for the Coordination of Humanitarian Affairs and the humanitarian country team, providing real-time information and trend analysis. The Mission mobilized support and resources, regionally and internationally, to deliver a rapid and flexible response aimed at the stabilization of recuperated areas. A coordinated approach of external development cooperation was initiated for the national development plan and other strategic frameworks, such as the recovery and resilience programme, the poverty reduction strategy and the national reconstruction framework. To promote and facilitate evidence-based planning and advocacy at the strategic and operational levels, technical support was provided to the Central Statistical Organization in the roll-out of the data revolution initiative.

Objectives, expected accomplishments, indicators of achievement and performance measures for 2018

41. The objectives, expected accomplishments, indicators of achievement and performance measures for 2018 are set out below.

Objective of the Organization: To advance inclusive political processes, promote and protect human rights, and support stabilization in Iraq

Expected accomplishments	*Indicators of achievement*		*Performance measures*			
			2018	*2017*	*2016*	*2015*
(a) Progress towards national reconciliation in Iraq	(i) Number of engagements with Iraqi stakeholders to advance inclusive national reconciliation	Target	300	300	300	300
		Estimate		300	300	250
		Actual		300	300	300
	(ii) Number of high-level engagements to support improved Baghdad-Erbil relations	Target	50	50	40	50
		Estimate		50	40	25
		Actual		50	40	50
	(iii) Number of events aimed at integrating diverse views into national reconciliation, reducing internal conflict, improving recognition of minority rights and increasing the participation of women	Target	20	25	15	15
		Estimate		25	15	10
		Actual		25	15	15

Outputs

- Advocacy aimed at advancing inclusive political dialogue on national reconciliation through the good offices of the Special Representative and the Deputy Special Representative through a consultative vision document to promote national reconciliation
- Weekly meetings with political parties and government officials to reduce tension between political elites and to facilitate the participation of minor political parties in the decision-making process

- Fortnightly meetings with political parties, government officials and civil society and community leaders to promote and facilitate the integration of diverse views and positions into processes of inclusive political dialogue and national reconciliation, as well as 5 social outreach activities involving civil society and grass-roots participation
- Weekly meetings with local stakeholders, including community and civil society representatives and local political leaders, with a view to promoting sustainable and inclusive community-level reconciliation, as well as the organization of 1 intercommunity dialogue
- Weekly meetings with federal government officials and Kurdistan regional government officials to improve relations between the federal Government and the Kurdistan Regional Government, and provision of advice on revenue-sharing, hydrocarbon management and disputed internal boundaries
- Fortnightly meetings with relevant federal government officials, Kurdistan regional government officials and political parties with the aim of promoting the resolution of issues related to disputed internal boundaries in Kirkuk and other areas through the provision of good offices and advice by the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance
- Monthly meetings with key stakeholders, as well as 3 forums aimed at promoting stability and inclusive governance in areas of Ninawa liberated from ISIL, by encouraging dialogue among stakeholders at the local and national levels
- Fortnightly meetings with religious leaders to promote dialogue and better understanding among religious leaders and facilitate consensus on ways to counter violent extremism and sectarian-charged narratives, as well as the organization of 2 sessions of interfaith dialogue
- Advocacy with political actors to reach at least 25 per cent women's participation in inclusive political dialogue and national reconciliation, through 10 bilateral meetings and 1 larger meeting in Baghdad
- Advocacy and hosting of 10 consultative forums with religious leaders on addressing conflict-related sexual violence
- Convening of 1 meeting of civil society organizations on the Global Open Day on Security Council resolution 1325 (2000)
- Convening of three meetings with political leaders on women's inclusion in the political process and in negotiations to improve relations between Baghdad and Erbil
- 10 forums with women political leaders and representatives of civil society on the implementation of the Iraqi national action plan on Security Council resolution 1325 (2000), enhancing women's participation and representation in the political, electoral, governance and national reconciliation processes
- 4 meetings with male political leaders to advocate the development of recommendations and suggestions on future engagement aimed at enhancing the participation of women in decision-making processes at the political party level and at the national as well as provincial levels
- 2 countrywide public outreach events for 150 government counterparts, civil society representatives, media and members of the public on the occasion of the World Day for Cultural Diversity for Dialogue and Development and on the International Day of Peace, 5 web/newsletter articles, 5 social media positions, 5 press releases and 5 media outreach activities to promote dialogue, tolerance and respect for diversity

Expected accomplishments	*Indicators of achievement*		*Performance measures*			
			2018	*2017*	*2016*	*2015*
(b) Enhanced regional dialogue and the normalization of relations with neighbouring countries	(i) Number of high-level engagements with Iraqi and regional stakeholders to advance regional cooperation, including on the fight against ISIL and counter-terrorism, and to promote political dialogue, peace and stability	Target	20			
		Estimate				
		Actual				
	(ii) Number of initiatives and bilateral and multilateral meetings with the Governments of Iraq and Kuwait to provide support for the enhancement of relations with Kuwait, the efforts in the search for missing Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives	Target	20	12	12	10
		Estimate		12	12	20
		Actual		12	12	10

Outputs

- 4 visits to the Islamic Republic of Iran by the Special Representative, as well as visits by other special representatives and envoys and United Nations monitoring teams in the region, including the Special Envoy of the Secretary-General for Syria and his mediation team, the United Nations Special Coordinator for Lebanon and the Analytical Support and Sanctions Monitoring Team, for the promotion of regional stability and cooperation
- 4 visits by the Special Representative for Iraq and UNAMI senior leadership to Jordan to hold discussions with key Iraqi interlocutors based in Amman to promote and facilitate national reconciliation efforts in Iraq, in coordination with the UNAMI liaison office in Amman
- 2 meetings with government officials from Iraq and neighbouring countries for the promotion and facilitation of regional cooperation for combating terrorism through the good offices and advice of the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance
- Fortnightly follow-up to and support for the initiatives undertaken by the Government of Iraq, in particular the Ministries of Defence and Foreign Affairs, and the tripartite mechanism on missing Kuwaiti and third-country nationals, to which UNAMI holds observer status and reports on its outcome, as well as fortnightly follow-up to and advice and support for the Iraqi efforts on the missing Kuwaiti property, including the national archives
- 1 social media campaign targeting youth in neighbouring countries, 3 web/newsletter articles and 3 media outreach activities to promote dialogue and the normalization of relations with neighbouring countries

Expected accomplishments	*Indicators of achievement*	*Performance measures*	*2018*	*2017*	*2016*	*2015*
(c) Progress in implementation and promotion of the Constitution and supporting political stability	(i) Number of advocacy engagements to advance adoption of key legislative priorities	Target	24			
		Estimate				
		Actual				
	(ii) Number of advocacy engagements to promote effective relations between the federal Government and governorate authorities	Target	24			
		Estimate				
		Actual				

Outputs

- Advocacy aimed at advancing the timely establishment of an inclusive and comprehensive legal and institutional framework under the Constitution of Iraq for the governorate and parliamentary elections through the provision of good offices to members of the Council of Representatives and the Government, as well as political party representatives
- Weekly meetings with members of the Council of Representatives and the Government and political party representatives to promote political consensus on ensuring the holding of timely and inclusive electoral processes
- Fortnightly meetings with members of the Council of Representatives and the Government and political party representatives to advocate the adoption of outstanding priority legislation that upholds inclusiveness and equality so as to strengthen the democratic, legal and institutional framework
- Monthly meetings by the Special Representative and Deputy Special Representative for Political Affairs, including their engagement with members of the Council of Representatives and the Government, political party representatives and representatives of minority groups, women's groups and civil society, as well as religious and community leaders, in order to support the formation of an inclusive and representative Government by encouraging the promotion of equal participation in all components of the political process
- Monthly meetings with members of the Council of Representatives and the Government and political party representatives to promote stronger commitment to the implementation of a comprehensive institutional reform, including the reform of the security sector
- Monthly meetings with members of the Council of Representatives and the Government and political party representatives to promote the implementation of governance decentralization measures, including the effective devolution of administrative and fiscal powers to the governorates, in order to enhance the delivery of government services and responsiveness to popular demands

Expected accomplishments	*Indicators of achievement*		*Performance measures*			
			2018	*2017*	*2016*	*2015*
(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective elections	(i) Electoral legal framework amended and in line with Iraqi constitutional provisions, and technical advice provided to relevant committees in the Council of Representatives and the Council of Ministers as well as the Independent High Electoral Commission on amending the relevant laws and regulations required to conduct elections	Target	2	2	3	1
		Estimate		2	3	1
		Actual			–	1
	(ii) Increased number of meetings held with parliamentary committees on legislative reform proposals for the selection of the Board of Commissioners of the Independent High Electoral Commission and to strengthen parliamentary electoral oversight functions	Target	6	18		
		Estimate		18	12	
		Actual		18	12	6
	(iii) Technical reports and advisories provided to the Independent High Electoral Commission to enhance its capacity to manage and organize elections	Target	15	15		
		Estimate		15	10	
		Actual		15	10	5
	(iv) Increased number of operational plans developed and implemented for voter registration and elections	Target	3	3	2	1
		Estimate		3	2	1
		Actual		3	2	1

Outputs

- Meetings every 2 months with the Council of Representatives and relevant committees to provide technical advice and support for electoral legislative reform initiatives and to strengthen parliamentary oversight of electoral processes and the Board of Commissioners of the Independent High Electoral Commission
- Provision of 2 option papers to the relevant committees working on amending the electoral laws, accounting for the national context in Iraq and outlining good practices with regard to the electoral legal framework, on the basis of relevant comparative global experiences
- 15 technical reports and advisories provided to the Independent High Electoral Commission on proposed measures for: (a) improving the voter registry to enable wider electoral participation of eligible voters, including displaced persons; (b) enhancing procedures for polling, counting and election results; (c) conducting the registration and monitoring of political parties; and (d) strengthening interaction with electoral stakeholders and the public
- 30 technical working sessions with relevant sections and operational committees of the Independent High Electoral Commission in the areas of election staff training, the development of electoral procedures, field coordination, biometric voter registration, election results management, information and database management, public outreach, graphic design and the registration of political parties, leading to the development and timely implementation of electoral operational plans and timelines
- 6 in-house training sessions for the relevant sections of the Operations Department of the Independent High Electoral Commission in the areas of mechanisms for polling centre distribution, electoral reporting, data collection and analysis, the development of electoral procedures, seat allocation mechanisms, electoral anti-fraud measures and the participation of women, youth, minorities, persons with disabilities and displaced persons in elections
- 10 coordination forums between the United Nations gender elections task force and the gender team of the Independent High Electoral Commission to develop the Commission's gender policy, 2 round tables and 2 workshops on gender mainstreaming for the Commission's gender team and 3 workshops to promote wider participation by women in electoral processes
- Facilitation of 6 dialogues between the Independent High Electoral Commission and the Kurdistan region's Independent High Electoral and Referendum Commission on the implementation of provisions of the joint memorandum of cooperation and the coordination of electoral events at the regional level

- 4 electoral briefings provided to the members of the diplomatic community in Iraq to provide updates on electoral developments and coordinate international donor and technical support for the Independent High Electoral Commission, the Council of Representatives and the Kurdistan region's Independent High Electoral and Referendum Commission (the latter to be done in accordance with the joint memorandum of cooperation with the Commission)
- 1 countrywide public outreach event (round table, workshop and panel) for 50 government counterparts, civil society representatives, media and members of the public on the topic of elections to facilitate a context that is conducive to credible elections and to convey information on upcoming electoral processes and options for participation, 5 web/newsletter articles, 5 social media posts, 5 press releases and 5 media outreach activities to promote the importance of elections

Expected accomplishments	*Indicators of achievement*	*Performance measures*	*2018*	*2017*	*2016*	*2015*
(e) Progress towards strengthening the rule of law and improving respect for human rights	(i) Draft laws (or amendments thereto) presented to the members of the Council of Representatives in Baghdad and the Parliament of the Kurdistan region that comply with international human rights standards	Target	3	3	3	1
		Estimate		2	2	1
		Actual		3	2	1
	(ii) Number of visits to Iraq by the special procedures of the Human Rights Council and other protection mechanisms	Target	2	2	2	2
		Estimate		2	2	2
		Actual		1	3	3
	(iii) Regular reports submitted by Iraq to the United Nations treaty bodies and other human rights mechanisms, ad hoc or according to reporting obligations	Target	2	1	2	1
		Estimate		1	2	1
		Actual		1	1	2
	(iv) Independent High Commission for Human Rights and Kurdistan Regional Board of Human Rights issue regular annual general and thematic reports on human rights issues of concern	Target	4	4	4	4
		Estimate		4	4	4
		Actual		5	4	4

Outputs

- 12 capacity-building and technical training sessions for the 14 Commissioners of the Independent High Commission for Human Rights, the Kurdistan Regional Board of Human Rights and/or Commission/Board staff in 6 priority areas: monitoring and reporting on human rights; receiving and processing individual complaints; prisons and detention monitoring; public education on human rights; women's rights; and the rights of persons with disabilities
- Monthly meetings, with the provision of technical advice and support, with the oversight committee established by the Government of Iraq to implement the recommendations of the universal periodic review in the national action plan on human rights
- 50 (weekly) reports on human rights violations in Iraq for dissemination within the United Nations, the protection cluster and non-governmental organization and other international community partners
- 1,000 handbooks on human rights for police personnel and flash cards on human rights for law enforcement officers, distributed to law enforcement personnel in Iraq and the Kurdistan region
- Human rights curriculum for law enforcement officers on civilian law enforcement standards that comply with international human rights and rule of law standards, and 4 training-of-trainers sessions implemented in police academies
- 12 advocacy letters to Iraqi authorities on alleged human rights violations and abuses and other issues of concern
- 30 training sessions on monitoring, analysing, reporting and advocacy on the promotion and protection of human rights for civil society, non-governmental organizations, law enforcement, the judiciary, Members of Parliament and government officials
- 2 reports published on the protection of civilians and/or the general human rights situation in Iraq
- 2 reports issued on human rights issues of concern
- 8 monitoring visits to camps for internally displaced persons both in federal Iraq and in the Kurdistan region to interview internally displaced persons and monitor compliance with human rights standards at screening centres and camps for internally displaced persons

- 10 monitoring visits to Ministry of Justice prisons and the provision of technical advice to prison directors through recommendations on compliance with international standards on detention
- A total of 12 high-level meetings with the following interlocutors: the Ministry of Justice, the Ministry of the Interior, the Ministry of Defence, the Ministry of Labour and Social Affairs, the Speaker of the Council of Representatives and the parliamentary Human Rights Committee on relevant human rights issues and advocacy, particularly on recommendations by United Nations treaty bodies, special procedures and high-level human rights officials
- 12 meetings with the Human Rights Committee of the Council of Representatives on human rights issues of concern and pending legislation
- Monthly publication on civilian casualty figures measuring the impact of violence, acts of terrorism and armed conflict throughout Iraq
- Monthly inputs on violations against children for the monitoring and reporting mechanism on grave violations against children in situations of armed conflict, established pursuant to Security Council resolution 1612 (2005)
- Conduct of training on conflict-related sexual violence in Baghdad and Erbil for 60 government officials
- Establishment of an interministerial task force to oversee the implementation of the joint communiqué on the prevention of and response to conflict-related sexual violence
- Establishment of monitoring, analysis and reporting arrangements on conflict-related sexual violence, in accordance with Security Council resolution 2299 (2016)
- 2 countrywide public outreach events for 150 government counterparts, civil society representatives, representatives of the media and members of the public on the occasion of Human Rights Day, World Press Freedom Day and International Women's Day, and 10 web/newsletter articles, 10 social media posts, 5 press releases and 5 media outreach activities that promote respect for human rights and the advancement of women's social, economic and political rights

			Performance measures			
Expected accomplishments	*Indicators of achievement*		*2018*	*2017*	*2016*	*2015*
(f) Progress towards strengthened sustainable development and humanitarian assistance	(i) Number of forums supported to facilitate joint programming between the United Nations system and the Government of Iraq, in line with the recovery and resilience framework and the national development plan	Target	55	25	20	20
		Estimate		54	25	20
		Actual		53	66	20
	(ii) Number of knowledge-sharing forums supported to promote evidence-based planning and advocacy at the strategic and operational levels	Target	30	30	25	8
		Estimate		30	30	25
		Actual		38	34	25
	(iii) Number of Sustainable Development Goals and indicators quantifiable in the government monitoring plan	Target	5			
		Estimate				
		Actual				
	(iv) Number of meetings held with the Government of Iraq and civil society to support and strengthen the rights of vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities	Target	115	216	216	16
		Estimate		115	216	216
		Actual		104	161	216
	(v) Number of high-level meetings with Iraqi stakeholders held to discuss stabilization, reconstruction and development	Target	110	55	55	50
		Estimate		110	55	50
		Actual		104	110	50

Outputs

- 100 information products disseminated to promote evidence-based planning and advocacy at the strategic and operational levels
- 1 five-year United Nations Development Assistance Framework for Iraq (2018–2022) developed in collaboration with the United Nations country team and the Government of Iraq, outlining development priorities in the post-ISIL scenario and in line with the Sustainable Development Goals and the newly developed national development plan

- 1 five-year monitoring and evaluation framework for the United Nations Development Assistance Framework and 1 annual joint workplan developed in collaboration with the United Nations country team and the Government of Iraq
- 24 field reports distributed to relevant partners, verifying and reporting on: (a) allegations of abuses and violations of human rights; (b) civilian casualties; (c) the monitoring and reporting mechanism on grave violations against children in situations of armed conflict; (d) sexual and gender-based violence; and (e) conflict-related sexual violence
- 2 information management projects (project database platform) in collaboration with United Nations agencies, namely, a monitoring and evaluation database and a current development cooperation flows database, covering each governorate and the national level
- 1 five-year joint United Nations resource mobilization strategy prepared in collaboration with United Nations agencies, funds and programmes to support the implementation of the new United Nations Development Assistance Framework
- 1 annual report on Sustainable Development Goals statistical gaps identified in the national statistical data to enable the implementation of the Goals, and the development of a United Nations strategy to support the Government in addressing those gaps
- 48 humanitarian situation reports provided to the Joint Coordination and Monitoring Centre and the Joint Crisis Coordination Centre, in collaboration with the Office for the Coordination of Humanitarian Affairs
- Monthly grass-roots meetings in each governorate to support and strengthen the Government's national reconciliation efforts
- Monthly meetings with government officials and key Iraqi stakeholders on critical humanitarian, stabilization, reconstruction and development issues
- 2 development coordination forums held in coordination with the Government in support of the implementation of the national development plan and reconstruction framework
- 4 quarterly reports on the key development, stabilization and reconstruction issues in the governorates
- 1 countrywide public outreach event for 150 young people on the occasion of International Youth Day, and production of 5 web/newsletter articles, 10 social media positions and 1 press release and conduct of 3 media outreach activities to empower Iraqi youth, encourage and promote their development and participation in public life and facilitate their role in peacebuilding (Public Information Office)
- 1 countrywide public outreach event for 200 government counterparts, civil society representatives, representatives of the media and members of the public on the occasion of World Environment Day, production of 5 web/newsletter articles, 10 social media positions and 1 press release and conduct of 2 media outreach activities to promote environmental protection and sustainable practices (Public Information Office)
- 3 outreach activities in collaboration with other United Nations and non-United Nations entities (for example, TEDx Baghdad) that will contribute to the empowerment of Iraqi youth and encourage and promote their participation in public life, entrepreneurship and peacebuilding

External factors

42. UNAMI is expected to achieve its objectives provided that: (a) the security situation remains sufficiently permissive to access affected populations and key stakeholders in relation to the protection of civilians, and the United Nations has sufficient security and logistical resources to enable the outreach activities of its staff; (b) stakeholders remain committed to inclusive national dialogue, social cohesion and unity in Iraq; (c) there is sufficient political will and consensus among political leaders to finalize and adopt the legal, regulatory and institutional framework required to conduct elections. Security conditions remain permissive, allowing for elections to be held in all areas of Iraq, and there is sufficient capacity to hold credible elections; (d) election results are accepted by all the stakeholders and lead to the formation of a federal Government without too many delays; (e) the Government of Iraq remains committed to promoting respect for and the protection of human rights and the rule of law; (f) the relations between the federal Government and the Kurdistan Regional Government are normalized, leading to a resolution of differences between the two entities; (g) sufficient capacity in national and subnational structures and institutions allows for continued engagement between the United Nations, the Government of Iraq, the Kurdistan Regional Government and civil society to resolve outstanding

governance, security and economic issues; (h) no natural or man-made disasters occur that would negatively affect human and financial resources; (i) events unfolding in the wider region do not adversely affect the internal political stability of Iraq; (j) no additional large cross-border population movements occur as a result of regional conflict; (k) bilateral relationships between Iraq and neighbouring countries, in particular Iran (Islamic Republic of), Saudi Arabia and Turkey, do not deteriorate to the point where the Mission is unable to fully deliver on its mandate; (l) events in the Syrian Arab Republic as well as the competition in the region do not have a significant negative impact on stability in Iraq and on the Mission's work in the country; and (m) the relations between Iran (Islamic Republic of) and the United States of America will not deteriorate to the extent that the rivalry is played out inside Iraq, leading to instability in the country.

III. Resource requirements

A. Total resource requirements

Table 1
Total resource requirements (net of staff assessment)
(Thousands of United States dollars)

	2016–2017			*2017*	*2018*		*Variance*
	Appropriation	*Actual expenditures*[a]	*Variance*	*Approved budget*	*Total requirements*	*Non-recurrent requirements*	*2017 vs. 2018 Increase (decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)*	*(5)*	*(6)*	*(7)=(5)-(4)*
Military and police personnel	16 275.2	14 960.7	(1 314.5)	8 287.0	8 261.4	–	(25.6)
Civilian personnel	162 253.1	169 683.5	7 430.4	81 270.4	82 521.7	–	1 251.3
Operational	57 439.8	50 736.8	(6 703.0)	27 987.8	23 412.3	–	(4 575.5)
Total requirements	**235 968.1**	**235 381.0**	**(587.1)**	**117 545.2**	**114 195.4**	**–**	**(3 349.8)**

[a] Actual expenditures as at 31 December 2017.

43. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2018 are estimated at $114,195,400 (net of staff assessment), reflecting a net decrease of $3,349,800 compared with the resources approved for the Mission for 2017, as detailed in tables 1 and 16. The net variance between the requirements for 2018 and the approved budget for 2017 reflects mainly:

(a) A net decrease for military and police personnel, attributable primarily to reduced requirements for rations, reflecting a 1 per cent delayed deployment rate applicable to the estimates for 2018, compared with no delayed deployment rate used in 2017;

(b) A net increase for civilian personnel, attributable primarily to the proposed increase in common staff costs budgeted for international staff and offset in part by the proposed net reduction of 15 civilian personnel, as detailed in table 3, and the proposed cost-sharing arrangement for the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs at the Assistant Secretary-General level, budgeted in a cost-sharing agreement with UNDP, for which the salary and common staff costs are budgeted at 50 per cent;

(c) A net decrease for operational costs, attributable primarily to reductions under: (i) facilities and infrastructure, owing to reduced contract rates for security and maintenance services and reduced accommodation costs in Basrah resulting from a

shift in accommodation for international staff from hotels to the UNDP compound; (ii) air transportation, owing to the reconfiguration of the Mission's air fleet, resulting in lower contractual costs for the operation of the fleet, and a reduced contract price for petrol, oil and lubricants; and (iii) communications, owing to reduced requirements for the acquisition of equipment, lower satellite transponder charges and Internet connectivity charges, and lower-rate contracts.

44. The previous UNAMI budget for 2018, contained in the report of the Secretary-General of 6 October 2017 (A/72/371/Add.5), proposed resources in the amount of $111,041,200 (net of staff assessment). The variance compared with the resource requirements set out in the present report is due mainly to an increase in civilian staff costs, reflecting the proposed establishment of three positions as a result of the independent external assessment of the Mission, revised assumptions regarding common staff costs for international staff, and an increase in consultancy requirements reflecting the results of the independent external assessment.

Extrabudgetary resources

45. Resources in the amount of $50.7 million were received to fund activities related to the construction of the United Nations integrated compound, as described in paragraphs 108 to 111 below.

B. Staffing requirements

Table 2
Total staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	***Total***
Approved 2017	1	2	1	6	16	57	53	7	**143**	207	–	**350**	116	402	**868**
Approved pursuant to resolution 72/262	1	2	1	6	17	56	53	7	**143**	207	–	**350**	116	402	**868**
Proposed 2018	1	2	1	6	20	53	53	7	**143**	189	–	**332**	118	403	**853**
Change	–	–	–	–	**3**	**(3)**	–	–	–	**(18)**	–	**(18)**	**2**	**1**	**(15)**

Proposed overall staffing requirements

46. The total proposed staffing for UNAMI for the period from 1 January to 31 December 2018 is 853 positions, as shown in table 2, and would include 332 international positions (143 Professional and 189 Field Service) and 521 national positions (118 National Professional Officer and 403 Local level) and an authorized strength of 245 contingent personnel of the Guard Unit.

47. Table 3 provides details regarding proposed changes in staffing levels by organizational unit. Table 4 provides details regarding approved and proposed positions by location.

Vacancy rates

48. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2018: 1.0 per cent for military personnel; 8.0 per

cent for international staff; 13.0 per cent for National Professional Officers; and 11.0 per cent for Local level staff.

49. The actual deployment of military personnel, United Nations police and all other Mission staff in 2017 resulted in the following annual average vacancy rates: 1.2 per cent for military personnel; 7.1 per cent for international staff; 8.6 per cent for National Professional Officers; and 7.7 per cent for Local level staff.

Table 3
Proposed changes in staffing levels by organizational unit

Organizational unit	***Positions approved for 2017***	*Approved pursuant to resolution 72/262[a]*	*Proposed changes*					***Positions proposed for 2018***
			Abolishment	*Establishment*	*Redeployments[b]*	*Reclassifications*	*Net change*	
Front Office of the Special Representative of the Secretary-General	7		(1)	–	–	–	(1)	6
Gender Unit	2		–	–	–	[c]	–	2
Women's Protection Unit	–	1	–	–	–	–	–	1
Child Protection Unit	2		–	–	–	–	–	2
Office of the Chief of Staff	30		–	–	1	–	1	31
Human Rights Office	42	(1)	–	1	–	–	–	42
Public Information Office	18		–	1	–	–	–	19
Security Section	255		(19)	–	1	[d,e]	(18)	237
Front Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance	9		–	–	–	–	–	9
Joint Analysis Unit	11		(1)	2	–	–	–	12
Office of Political Affairs	59		–	2	(1)	[f]	1	60
Electoral Assistance Office	12		–	–	–	–	–	12
Front Office of the Deputy Special Representative for Development and Humanitarian Affairs	6		–	–	–	–	–	6
Field Unit	36		(1)	–	–	–	(1)	35
Coordination Unit	6		(1)	2	–	–	1	7
Front Office of the Chief of Mission Support	4		–	–	–	–	–	4
Budget and Finance Unit	7		–	–	–	–	–	7
Contract Management Unit	2		–	–	–	–	–	2
Regional offices (Erbil, Kirkuk)	4		–	–	–	–	–	4
Information Management Unit	2		–	–	–	–	–	2
Planning, Monitoring and Compliance Unit	2		(1)	–	–	–	(1)	1
Human Resources Section	11		–	–	1	–	1	12
Office of the Deputy Chief of Mission Support	6		(1)	–	(5)	–	–	–
Office of the Chief of Operations and Resource Management	–		–	1	5	–	–	6
Medical Services Section	12		–	–	–	–	–	12
Staff Counselling Unit	3		–	–	(1)	–	(1)	2

Organizational unit	Positions approved for 2017	Approved pursuant to resolution 72/262[a]	Proposed changes: Abolishment	Establishment	Redeployments[b]	Reclassifications	Net change	Positions proposed for 2018
Facilities Management and Services Section	19		–	–	–	–	–	19
Procurement Section	20		–	–	–	–	–	20
Training Section	5		–	–	–	–	–	5
Property Management Section	22		–	–	–	–	–	22
Office of the Chief of Supply Chain Management and Service Delivery	4		–	–	–	–	–	4
Central Warehouse Section	38		–	–	–	–	–	38
Engineering Section	38		–	–	–	–	–	38
Surface Transport Section	54		–	2	–	[g]	2	56
Aviation and Movement Control Section	36		–	–	–	–	–	36
Geospatial, Information and Telecommunications Technology Section	46		(1)	–	–	–	(1)	45
Human Resources Section (Kuwait Joint Support Office)	14		–	–	–	–	–	14
Finance Section (Kuwait Joint Support Office)	16		–	–	–	–	–	16
Travel Section (Kuwait Joint Support Office)	3		–	–	–	–	–	3
New York support offices	5		–	–	(1)	–	(1)	4
Total	**868**	**–**	**(26)**	**11**	**–**	**–**	**(15)**	**853**

[a] By its resolution 72/262, the General Assembly decided to establish one position of Senior Women's Protection Adviser (P-5) and to abolish one position of Human Rights Officer (P-4).

[b] It is anticipated that the functions associated with the positions proposed for redeployment would remain the same and that the proposed redeployments would have no negative impact on the programme delivery of the releasing organizational unit.

[c] 1 position of Gender Adviser (P-4) as a position of Senior Gender Adviser (P-5).

[d] 1 position of Field Security Coordination Officer (P-4) as a position of Deputy Security Adviser for Support (P-5).

[e] 1 position of Close Protection Officer (Field Service) as a position of Close Protection Coordinator (P-3).

[f] 1 position of Political Affairs Officer (P-4) as a position of Senior Political Affairs Officer/Head of Office (P-5).

[g] 1 position of Chief of Transport (P-4) as a position of Transport Officer (Field Service-6).

Table 4
Staffing requirements by location

	Professional and higher categories									General Service and related categories		Total international	Local level		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service		National Professional Officer	Local level	Total
Approved 2017/approved pursuant to resolution 72/262															
Baghdad	1	2	1	5	12	38	31	5	**95**	141	–	**236**	81	198	**515**
Baghdad International Airport	–	–	–	–	–	1	1	1	**3**	18	–	**21**	2	17	**40**
Basrah	–	–	–	–	–	2	3	–	**5**	4	–	**9**	4	13	**26**
Erbil	–	–	–	–	4	5	10	1	**20**	22	–	**42**	19	85	**146**

	Professional and higher categories									*General Service and related categories*			*Local level*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	***Total***
Kirkuk	–	–	–	–	–	3	5	–	**8**	14	–	**22**	5	21	**48**
Kuwait	–	–	–	–	–	2	1	–	**3**	8	–	**11**	–	64	**75**
Tehran	–	–	–	1	–	1	–	–	**2**	–	–	**2**	1	1	**4**
Amman	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	1	**2**
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Najaf	–	–	–	–	–	1	–	–	**1**	–	–	**1**	3	2	**6**
New York	–	–	–	–	–	3	2	–	**5**	–	–	**5**	–	–	**5**
Total	**1**	**2**	**1**	**6**	**17**	**56**	**53**	**7**	**143**	**207**	**–**	**350**	**116**	**402**	**868**
Proposed 2018															
Baghdad	1	2	1	5	14	35	32	4	**94**	121	–	**215**	63	200	**478**
Baghdad International Airport	–	–	–	–	–	1	1	1	**3**	17	–	**20**	2	16	**38**
Basrah	–	–	–	–	–	2	1	–	**3**	1	–	**4**	5	10	**19**
Erbil	–	–	–	–	4	5	11	2	**22**	28	–	**50**	19	87	**156**
Kirkuk	–	–	–	–	1	2	5	–	**8**	14	–	**22**	5	20	**47**
Tehran	–	–	–	1	–	1	–	–	**2**	–	–	**2**	1	1	**4**
Amman	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	1	**2**
Mosul	–	–	–	–	–	2	–	–	**2**	–	–	**2**	1	3	**6**
Najaf	–	–	–	–	–	1	–	–	**1**	–	–	**1**	3	2	**6**
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	**2**
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	**2**
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	2	–	**2**
Ninawa	–	–	–	–	–	–	–	–	–	–	–	–	2	–	**2**
Dahuk	–	–	–	–	–	–	–	–	–	–	–	–	2	–	**2**
Sulaymaniyah	–	–	–	–	–	–	–	–	–	–	–	–	2	–	**2**
Babil	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Karbala'	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Maysan	–	–	–	–	–	–	–	–	–	–	–	–	1	–	**1**
Kuwait	–	–	–	–	–	2	1	–	**3**	8	–	**11**	–	63	**74**
New York	–	–	–	–	–	2	2	–	**4**	–	–	**4**	–	–	**4**
Total	**1**	**2**	**1**	**6**	**20**	**53**	**53**	**7**	**143**	**189**	**–**	**332**	**118**	**403**	**853**
Change	**–**	**–**	**–**	**–**	**3**	**(3)**	**–**	**–**	**–**	**(18)**	**–**	**(18)**	**2**	**1**	**(15)**

1. Special Representative of the Secretary-General

Table 5

Staffing requirements: Office of the Special Representative of the Secretary-General

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Special Representative of the Secretary-General																
Approved 2017	1	–	–	–	1	1	1	–	**4**	2	–	**6**	–	1	–	**7**
Proposed 2018	1	–	–	–	1	–	1	–	**3**	2	–	**5**	–	1	–	**6**
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	–	–	**(1)**	–	–	–	**(1)**
Gender Unit																
Approved 2017	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	–	–	**2**
Proposed 2018	–	–	–	–	1	–	–	–	**1**	–	–	**1**	1	–	–	**2**
Change	–	–	–	–	**1**	**(1)**	–	–	–	–	–	–	–	–	–	–
Women's Protection Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Approved pursuant to resolution 72/262	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	–	–	**1**
Proposed 2018	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	–	–	**1**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Child Protection Unit																
Approved 2017	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	–	–	**2**
Proposed 2018	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	–	–	**2**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff																
Approved 2017	–	–	1	–	3	3	4	1	**12**	2	–	**14**	11	5	–	**30**
Proposed 2018	–	–	1	–	4	3	4	1	**13**	2	–	**15**	11	5	–	**31**
Change	–	–	–	–	**1**	–	–	–	**1**	–	–	**1**	–	–	–	**1**
Human Rights Office																
Approved 2017	–	–	–	1	2	6	7	–	**16**	1	–	**17**	15	10	–	**42**
Approved pursuant to resolution 72/262	–	–	–	–	2	5	7	–	**15**	1	–	**16**	15	10	–	**41**
Proposed 2018	–	–	–	1	2	6	7	–	**16**	1	–	**17**	15	10	–	**42**
Change	–	–	–	–	–	**1**	–	–	**1**	–	–	**1**	–	–	–	**1**
Public Information Office																
Approved 2017	–	–	–	1	1	1	1	1	**5**	–	–	**5**	9	4	–	**18**
Proposed 2018	–	–	–	1	1	1	1	1	**5**	–	–	**5**	9	5	–	**19**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Security Section																
Approved 2017	–	–	–	–	–	5	4	2	**11**	115	–	**126**	10	119	–	**255**
Proposed 2018	–	–	–	–	1	5	5	2	**13**	97	–	**110**	10	117	–	**237**
Change	–	–	–	–	**1**	–	**1**	–	**2**	**(18)**	–	**(16)**	–	**(2)**	–	**(18)**
Total, Office of the Special Representative of the Secretary-General																
Approved 2017	1	–	1	2	7	18	17	4	**50**	120	–	**170**	47	139	–	**356**
Approved pursuant to resolution 72/262	1	–	1	2	8	17	17	4	**50**	120	–	**170**	47	139	–	**356**
Proposed 2018	1	–	1	2	11	16	18	4	**53**	102	–	**155**	47	138	–	**340**
Change	–	–	–	–	**3**	**(1)**	**1**	–	**3**	**(18)**	–	**(15)**	–	**(1)**	–	**(16)**

50. The following organizational units of the Mission have a direct reporting line to the Special Representative of the Secretary-General:

(a) Front Office of the Special Representative of the Secretary-General: the Special Representative of the Secretary-General is the Head of Mission and undertakes the mandate vested in the Mission by the Security Council, supported by the immediate team in the Office. The Special Representative is also the United Nations designated official for security in Iraq. The Front Office is responsible for supporting the Special Representative in all areas of the work of the Mission, including the provision of substantive and administrative support, as well as liaison with all Mission components and United Nations Headquarters in New York;

(b) The Gender Unit, which is responsible for advising the Special Representative and the senior Mission leadership on strategies for ensuring the effective implementation of existing Security Council resolutions on women and peace and security, as well as on the Department of Peacekeeping Operations and Department of Field Support policy on gender equality in peacekeeping operations and the Department of Political Affairs strategy on women and peace and security for the period 2016–2020, initiated in response to the peace and security reviews conducted in 2015. The Unit also provides technical advice to substantive Mission components to support gender mainstreaming throughout Mission activities, as well promoting gender as a cross-cutting issue in Mission activities;

(c) The Women's Protection Unit, which is responsible for establishing the monitoring, analysis and reporting arrangements mechanism on conflict-related sexual violence and for supporting the Government of Iraq in implementing the joint communiqué on the prevention of and response to conflict-related sexual violence, in partnership with the United Nations system. Focused attention on addressing conflict-related sexual violence is crucial for identifying and providing better responses to survivors of sexual violence, pursuing justice and accountability for sexual violence crimes and, ultimately, contributing to peace and stability in Iraq;

(d) The Child Protection Unit, which is responsible for advising the Special Representative, the Mission leadership and the Government of Iraq on issues related to children and armed conflict and on the implementation of the monitoring and reporting mechanism with respect to the six grave violations described in Security

Council resolution 1261 (1999) and subsequently adopted thematic resolutions pertaining to children and armed conflict. Furthermore, the Unit engages in advocacy and dialogue to address and develop strategies and mechanisms to end the grave violations, as mandated by the Council in its resolutions 1612 (2005), 1882 (2009) and 1998 (2011);

(e) The Office of the Chief of Staff, which is responsible for ensuring the integrated and coherent functioning of the Mission across all areas, components and locations. The Office is the principal interface on strategic programme planning and coordination within the Mission and with the United Nations country team, the Government of Iraq, embassies and other international and national partners. In that capacity, the Chief of Staff oversees the core mechanisms and processes that enable the integrated delivery of the Mission's mandate, in particular strategic and operational planning, policy coordination, senior-level decision-making and information management. Other responsibilities include support and follow-up on protocol-related and administrative matters that pertain to staff movement and high-level missions to Iraq. The Office also engages with multiple internal and external actors in respect of complex planning processes, monitors implementation, participates in the preparation of the Mission's budget and the review, implementation and monitoring of the Integrated Strategic Framework, and coordinates Mission-level support for the Headquarters-based Iraq Integrated Task Force and equivalent entities on other key planning tools in keeping with the Integrated Assessment and Planning Policy;

(f) The Human Rights Office, which is responsible for a number of core areas that constitute the main human rights and rule of law deficits that underpin the ongoing cycles of violence in Iraq: the protection of civilians from the effects of armed conflict and terrorism; comprehensive criminal justice law institutional reform, including policies to combat terrorism and violent extremism while respecting and protecting human rights and the rule of law; transitional justice and community reconciliation; comprehensive legal and policy reform on the protection of women and children from sexual and gender-based violence and conflict-related sexual violence; comprehensive legal and policy reform on the protection of minorities and their full and equal participation in the political, economic and social life of Iraq; improving democratic space and ensuring respect for economic, social and cultural rights; and State institutional capacity-building, including of the national human rights institutions, the committees of the Council of Representatives, the judiciary, law enforcement officials and ministries. The Office operates from offices located in Basrah, Mosul, Kirkuk, Erbil, Baghdad and Najaf;

(g) The Public Information Office, which is responsible for providing advice and planning and implementing communications activities aimed at Iraqi society and at external and internal stakeholders in order to strengthen the understanding of the role of UNAMI and the United Nations in the country, as well as promote a better understanding of Iraq within the United Nations. The Office operates from Baghdad and the regional offices in Erbil, Kirkuk and Mosul, and it takes the lead in the implementation of the Mission's integrated public information strategy, as well as public information and outreach activities in Iraq;

(h) The Security Section, which is responsible for providing security services to all staff of UNAMI and the United Nations agencies, funds and programmes present in Iraq. The Section ensures the provision of an enabling environment for the safe delivery of the United Nations mandate and programmes. The Section is also responsible for the provision of security-related training programmes to all staff of the United Nations security management system organizations, and implements a staff tracking mechanism to control the movement of every staff member to and from Iraq and within Iraq. The Section is headed by the Principal Security Adviser (D-1), funded

by the Department of Safety and Security, who reports directly to the Special Representative and to the Department. The Section comprises the following four pillars: the Security Strategic Plans and Administrative Support Unit/Office of the Principal Security Adviser; the Government of Iraq Liaison Unit; the Special Investigations Unit; and the Logistical Support and Coordination Unit. Security staff are deployed in Baghdad, at Baghdad International Airport and at offices in Basrah, Erbil, Kirkuk and Najaf. The Section includes a Deputy Security Adviser for Operations (P-4, funded by the Department of Safety and Security), who is responsible for all the operational units, as follows:

(i) The Security Information and Operations Centre, which is responsible for security information management, operational planning and support for the activities of security management system organizations. The Centre comprises the Security Plans Unit, the Security Operations Centre and the Security Information Coordination Unit;

(ii) The Close Protection Unit, which provides personal protection security services to the Mission leadership and other personnel of the security management system organizations. The Unit has four Close Protection Teams in Baghdad;

(iii) Area Security Coordination Units, comprising four units deployed in Baghdad, namely, the Area Security Coordination Unit in Baghdad, the Premises Security Subunit, the Baghdad International Airport Forward Support Base and the Security Subunit in Najaf. The Area Security Coordination Unit in the Kurdistan region is responsible for operations at the Kurdistan region of Iraq operational hub, which is led by a Security Officer (P-4, funded by the Department of Safety and Security), who acts as Security Coordination Officer for the Kurdistan region of Iraq. The Area Security Coordination Unit in Kirkuk is responsible for the coordination of security functions at the Kirkuk operational hub. The Area Security Coordination Unit in Basrah is responsible for the coordination of security activities at the Basrah operational hub. The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country and the designated official for Kuwait.

Proposed organizational changes

51. The following changes in the staffing of organizational units reporting directly to the Special Representative of the Secretary-General are proposed for 2018:

(a) **Front Office of the Special Representative of the Secretary-General:** the abolishment of one position of Special Assistant (P-4), which is in line with the streamlining of activities and the optimization of resources of the Mission, as it has been determined that the functions associated with the position can be covered adequately by the Special Adviser (P-5) and the Special Assistant (P-3);

(b) **Gender Unit:** the reclassification of one position of Gender Adviser (P-4) as a position of Senior Gender Adviser (P-5). The gender and women and peace and security agenda remains a priority for the Mission, and there is a need to refocus the work by stepping up engagement and support for the agenda. Furthermore, in line with the mandate of the Mission and to fulfil the responsibilities of the Department of Political Affairs and UNAMI pursuant to Security Council resolution 2299 (2016), there is a need to step up efforts to strengthen the participation of women in reconciliation and electoral efforts in the post-ISIL era. The Unit anticipates an increase in activities to engage male political actors and tribal and religious leaders across Iraq to enhance women's participation in the aftermath of ISIL and in reconciliation, electoral and decision-making processes. In addition, Council

resolution 2242 (2015) underlined the need to engage women in countering violent extremism, as women belonging to minority groups were the most affected by violent extremism owing to the conflict with ISIL. The proposed upward reclassification would ensure cooperation and partnerships with governmental partners at the federal and regional levels in high-level engagements with the Government and with civil society organizations working on the implementation of the national action plan on Security Council resolution 1325 (2000) and supporting the national frameworks and machinery on women's empowerment and gender equality. Moreover, the reclassified position would support advocacy for the implementation of the Ninawa peace initiative by women Members of Parliament from Ninawa, the first initiative by women that has been adopted by the Council of Representatives;

(c) **Office of the Chief of Staff:** the reclassification of one position of Political Affairs Officer (P-4) based in Kirkuk as a position of Senior Political Affairs Officer/Head of Office (P-5) in Kirkuk and its redeployment from the Office of Political Affairs to the Office of the Chief of Staff to realign the reporting lines with the Mission's structure, under which heads of offices report directly to the Chief of Staff. It is anticipated that the proposed redeployment would have no negative impact on the programme delivery of the respective organizational units;

(d) **Human Rights Office:** the establishment of one position of Human Rights Officer (P-4) based in Mosul, as recommended in the light of the independent and external assessment of UNAMI and the present situation in the region. Ninawa Governorate is a high-priority area for the Mission to address the serious human rights violations that have occurred during the conflict with ISIL. The incumbent would closely monitor the human rights situation in the Governorate in line with the Mission's human rights mandate, including issues involving the protection of civilians, the rule of law, developments in its minority communities, the safe return of internally displaced persons, and building of the capacity of local government and civil society to claim their rights, and would advocate adherence to Iraq's international human rights law obligations. The incumbent would also lead the verification of mass grave discoveries and support the Mosul-related work of the United Nations investigative team to be established under Security Council resolution 2379 (2017);

(e) **Public Information Office:** the establishment of one position of Public Information Assistant (Local level) based in Mosul. With the establishment of a UNAMI office to cover Mosul city and Ninawa Governorate following the demise of ISIL, it is imperative that the Public Information Office have a local presence in order to establish a local network of media contacts and engage media and civil society in outreach activities as well as support other UNAMI sections on the ground and cover events taking place in the city;

(f) **Security Section:** the following changes in staffing:

(i) The redeployment of one position of Field Security Coordination Officer (P-4), currently based at United Nations Headquarters, to the Mission and its reclassification as a position of Deputy Security Adviser (P-5), in view of the complexity of the functions associated with the position and their criticality to the operational structure of the Section. The proposal assumes an expansion of those functions to include cross-cutting responsibilities such as supporting the Principal Security Adviser (D-1) in overseeing the security staff in Iraq and managing the Special Investigations Unit, the Security Training Unit and the Logistical Support and Coordination Unit;

(ii) The abolishment of three positions of Security Officer (Field Service) and two positions, of Security Assistant (Local level) and Fire Safety Assistant

(Local level), in the Basrah office as a result of an internal review of the Mission's operations in the southern hub;

(iii) The abolishment of 14 positions of Close Protection Officer (Field Service) that constitute Close Protection Team 5, which has provided dedicated support to the United Nations country team, as it has been determined that the functions performed by the incumbents of those positions exceed Mission requirements;

(iv) The reclassification of one position of Close Protection Officer (Field Service) as a position of Close Protection Coordinator (P-3) to manage four Close Protection Teams.

Table 6
Backstopping positions at United Nations Headquarters: Iraq team of the Middle East and West Asia Division of the Department of Political Affairs, and the Department of Safety and Security

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	–	–	3	2	–	**5**	–	–	**5**	–	–	–	**5**
Proposed 2018	–	–	–	–	–	2	2	–	**4**	–	–	**4**	–	–	–	**4**
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	–	–	–	–	–	–	**(1)**

52. The Iraq team of the Middle East and West Asia Division of the Department of Political Affairs provides backstopping to the Mission from United Nations Headquarters in New York.

53. In view of the continued political, economic and security uncertainties in Iraq and the key involvement of the United Nations in national and regional reconciliation, reform and elections, the capacity of the Department to respond to backstopping demands will remain essential, with its functions ranging from providing operational support to assisting in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, and engagement with Member States and other key regional and international partners.

2. Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

Table 7
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance																
Approved 2017	–	1	–	1	–	2	1	–	**5**	1	–	**6**	1	2	–	**9**
Proposed 2018	–	1	–	1	–	2	1	–	**5**	1	–	**6**	1	2	–	**9**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Joint Analysis Unit																
Approved 2017	–	–	–	–	1	1	4	–	**6**	1	–	**7**	3	1	–	**11**
Proposed 2018	–	–	–	–	1	1	4	–	**6**	–	–	**6**	5	1	–	**12**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	**2**	–	–	**1**
Office of Political Affairs																
Approved 2017	–	–	–	1	3	10	6	1	**21**	1	–	**22**	25	12	–	**59**
Proposed 2018	–	–	–	1	3	10	6	1	**21**	1	–	**22**	25	13	–	**60**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**
Electoral Assistance Office																
Approved 2017	–	–	–	1	2	2	–	–	**5**	–	–	**5**	2	5	–	**12**
Proposed 2018	–	–	–	1	2	2	–	–	**5**	–	–	**5**	2	5	–	**12**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance																
Approved 2017	–	1	–	3	6	15	11	1	**37**	3	–	**40**	31	20	–	**91**
Proposed 2018	–	1	–	3	6	15	11	1	**37**	2	–	**39**	33	21	–	**93**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	**2**	**1**	–	**2**

54. The following organizational units of the Mission have a direct reporting line to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance:

(a) Front Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance: the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Office of Political Affairs, the Electoral Assistance Office, the Joint Analysis Unit and the Tehran liaison office;

(b) The Joint Analysis Unit, which is responsible for providing focused, integrated and forward-looking analysis to the Mission in recognition of the fact that integrated United Nations missions require an integrated strategy and capacity to coordinate and collect information from multiple sources to advise senior leaders;

(c) Office of Political Affairs: the Office is central to the Mission's political outreach and engagement. It provides substantive and long-term policy planning and strategic analysis to the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance and United Nations Headquarters. It maintains liaison with political parties, official State institutions, Parliament, the diplomatic community, civil society, women and youth groups, local communities across Iraq and other entities concerned. The Office has a lead role in providing advice and guidance and making recommendations to the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance, and in developing, organizing, engaging and following up on various initiatives in furthering the Mission's core mandate. The Office plays a key role in the process of meeting a request by the Government of Iraq to facilitate the national reconciliation process by

deploying its resources, including at the grass-roots level through intensive community engagement. The Office also works on building political consensus around reforms proposed by the Prime Minister in response to popular demand. The Office will support the electoral process as well as the government formation process through the good offices of the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance. The Office is expected to work on political initiatives in support of the stabilization and reconstruction activities of the United Nations country team in areas retaken from ISIL control. The Office is organized into teams working on national reconciliation, regional engagement, parliamentary support, governorate affairs, and monitoring and analysis. In addition to national reconciliation engagements, the national reconciliation team monitors regional developments and maintains liaison with the diplomatic community in Baghdad to ensure the coherence of the positions of the international community in support of the Government of Iraq. The Office is represented in and operates from the UNAMI offices located in New York, Amman, Baghdad, Basrah, Mosul, Kirkuk, Erbil and Najaf. In addition, 14 National Professional Officers are based in Babil, Karbala', Najaf, Salah al-Din, Muthanna, Basrah, Diyala, Ninawa, Qadisiyah, Wasit, Anbar, Maysan, Dhi Qar and Dahuk;

(d) The Electoral Assistance Office, which is responsible for supporting the electoral activities carried out by the Mission in line with its mandate. Electoral assistance is currently present in Baghdad, Erbil and New York.

Proposed organizational changes

55. The following changes in the staffing of organizational units reporting directly to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance are proposed for 2018:

(a) **Joint Analysis Unit:**

(i) The establishment of two positions of Research Analysis Officer (National Professional Officer), one of which is to be based in Baghdad and the other in Basrah, to strengthen the Unit's capacity for the collation and processing of information in Arabic in order to enhance its capacity to facilitate governmental and counter-terrorism liaison, with qualified national knowledge of the situation on the ground and the enhanced ability to travel in areas inaccessible or not easily accessible to international staff members, including knowledge of local customs and political maturity. The position in Basrah, recommended in the light of the independent and external assessment of UNAMI, will cover the five southern governorates of Iraq as well as Diyala and south Anbar;

(ii) The abolishment of one position of Security Officer (Field Service) in order to establish the above-mentioned National Professional Officer position, which would support the efforts aimed at the nationalization of positions;

(b) **Office of Political Affairs:**

(i) The establishment of one position of Political Affairs Officer (P-4) to head the Office in the city of Mosul, which is also recommended in the light of the independent and external assessment of UNAMI. With the liberation of Mosul, and the ISIL presence in Iraq close to its end, Ninawa Governorate, of which Mosul is the provincial centre, will be a high-priority area for the Mission. UNAMI is proposing to open an office in the city of Mosul in order to closely monitor the political and security situation in Ninawa Governorate, including developments with regard to its minority communities; exercise its good offices with the local authorities; communicate with various armed groups; and advocate inclusive dialogue and reconciliation for peace and stability.

Furthermore, Ninawa Governorate includes a number of areas (Sinjar and Ninawa plains) that are inhabited mostly by minorities and are claimed by both the federal Government and the Kurdistan Regional Government (so-called disputed areas). Some of those areas are likely to remain volatile in a post-ISIL environment and could become flash points for conflict between the two parties should the Kurdistan Regional Government continue on the path of self-determination. Given that prospect, the deployment of a Political Affairs Officer to Mosul is essential to ensure that the Mission stays abreast of significant trends and developments with regard to preventing a potential eruption of violence, strengthening peace and stability and advancing its mandate;

(ii) The establishment of one position of Administrative Assistant (Local level) for deployment to Mosul to support the head of the Mosul office;

(iii) The reclassification of one position of Political Affairs Officer (P-4) based in Kirkuk as a position of Senior Political Affairs Officer Head of Office (P-5) and its redeployment from the Office of Political Affairs to the Office of the Chief of Staff. The incumbent would serve as a senior capacity to provide authoritative advice and options to senior United Nations officials and national and international interlocutors to develop strategies for dealing with political and social causes of conflict to help resolve and prevent the recurrence of conflicts. The nature of the political and social landscape in Kirkuk has changed and has been further complicated following the Kurdistan region referendum of 25 September 2017. In particular, the situation of the long-standing issues of disputed internal boundaries, the distribution of oil revenues and regional influence in the area has been aggravated, which has had an impact on the relationship between the federal Government and the Kurdistan Regional Government. Given the increased challenges, the political importance of the region for the relations between Baghdad and Erbil, and the very complex working environment, it is imperative that the position of Head of Office be established at the P-5 level. To realign reporting lines, it is also proposed that the position be redeployed to the Office of the Chief of Staff.

3. Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

Table 8
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs																
Approved 2017	–	1	–	–	–	2	1	–	**4**	1	–	**5**	–	1	–	**6**
Proposed 2018	–	1	–	–	–	2	1	–	**4**	1	–	**5**	–	1	–	**6**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Field Unit																
Approved 2017	–	–	–	–	–	3	2	–	**5**	–	–	**5**	29	2	–	**36**
Proposed 2018	–	–	–	–	–	3	2	–	**5**	–	–	**5**	28	2	–	**35**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	–	**(1)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Coordination Unit																
Approved 2017	–	–	–	–	1	1	2	1	**5**	1	–	**6**	–	–	–	**6**
Proposed 2018	–	–	–	–	1	1	2	1	**5**	1	–	**6**	1	–	–	**7**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	–	**1**
Total, Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs																
Approved 2017	–	1	–	–	1	6	5	1	**14**	2	–	**16**	29	3	–	**48**
Proposed 2018	–	1	–	–	1	6	5	1	**14**	2	–	**16**	29	3	–	**48**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

56. The following organizational units of the Mission have a direct reporting line to the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs:

(a) Front Office of the Deputy Special Representative for Development and Humanitarian Affairs: the Deputy Special Representative also assumes the responsibilities of the United Nations Resident Coordinator, Humanitarian Coordinator and UNDP Resident Representative, leading the United Nations country team and the humanitarian country team and overseeing the UNDP Funding Facility for Immediate Stabilization. Furthermore, the Deputy Special Representative focuses on key mandate priorities, including coordinating humanitarian efforts, supporting stabilization in newly liberated areas and the return of displaced populations, promoting and facilitating social cohesion and reconciliation and coordinating support for recovery and development activities, the Government's reconstruction agenda and the national development plan;

(b) The Field Unit, which provides coordination and information support to the Mission, the United Nations country team, governmental authorities and humanitarian and development partners. It also supports stabilization efforts in newly accessible areas, supports the promotion of the safe and voluntary return of displaced populations, facilitates recovery activities, supports reconciliation at the grass-roots level and the Government's development agenda, and coordinates with non-governmental organizations, community-based organizations and donor partners to ensure coherent responses and engagement at the governorate, district and city levels. The Unit has representation and operates in Baghdad, Erbil, Kirkuk and Basrah and in each of the governorates of Anbar, Salah al-Din, Diyala, Ninawa, Dahuk, Sulaymaniyah, Babil, Karbala', Qadisiyah, Wasit, Najaf, Dhi Qar, Muthanna and Maysan;

(c) The Coordination Unit, which is responsible for providing support to the Government of Iraq, serving as the link between the United Nations and the Government within the Joint Coordination and Monitoring Centre; overseeing all relevant policy and planning frameworks; facilitating coordination between the Mission and the United Nations country team, including integrated activities within the United Nations Development Assistance Framework and the Integrated Strategic Framework; and supporting relations with donors, the Government and other stakeholders on reconstruction and development priorities.

Proposed organizational changes

57. The following changes in the staffing of organizational units reporting directly to the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs are proposed for 2018:

(a) **Field Unit:** the abolishment of one position of Humanitarian Affairs Officer (National Professional Officer), as it has been determined that the functions associated with the position will no longer be required as a result of an assessment of the existing coordination capacity of UNAMI in the province;

(b) **Coordination Unit**:

(i) The abolishment of one position of Humanitarian Affairs Officer (P-4), as it has been determined that the functions associated with the position will no longer be required as a result of a shift in Mission priorities following the liberation of Mosul;

(ii) The establishment of one position of Civilian Affairs Officer (P-4) in Baghdad to support efforts across the humanitarian, development and peace and security pillars on coordination for reconciliation and supporting the Government of Iraq/Kurdistan Regional Government;

(iii) The establishment of one position of Monitoring and Evaluation Officer/Programme Officer (National Professional Officer) to strengthen the role of the Integrated Coordination Office for Development and Humanitarian Affairs in supporting the Government-led monitoring of the implementation of the 2030 Agenda for Sustainable Development across the country and to support results-based management.

4. Mission support

Table 9
Overall staffing requirements for Mission support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	2	13	17	1	**34**	76	–	**110**	9	216	–	**335**
Proposed 2018	–	–	–	1	2	12	16	1	**32**	77	–	**109**	9	217	–	**335**
Change	–	–	–	–	–	**(1)**	**(1)**	–	**(2)**	**1**	–	**(1)**	–	**1**	–	–

58. Mission support is under the overall responsibility of the Chief of Mission Support, who coordinates and supervises the work of three main areas, namely, the Office of the Chief of Mission Support, the Office of the Chief of Supply Chain Management and Service Delivery and the Office of the Deputy Chief of Mission Support. For 2018, it is proposed that the Office of the Deputy Chief of Mission Support be abolished and that an Operations and Resource Management pillar be established.

59. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and technical support, and is supported by the Deputy Chief of Mission Support, with responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to the clients, and by the Chief of Supply Chain Management and Service Delivery, with responsibility for managing and coordinating the flow of

supply-chain goods and services and the provision of technical services. The responsibility of deputizing for the Chief of Mission Support will be rotated between the Chief of Operations and Resource Management and the Chief of Supply Chain Management and Service Delivery.

60. Mission support will continue to focus on the progressive alignment of its organizational structures established under the global field support strategy. The Mission support management team will remain focused on location-dependent, in-Mission critical functions while being better positioned to deliver enhanced-quality service, advice and support to the Special Representative of the Secretary-General for the fulfilment of the Mission's mandate.

Office of the Chief of Mission Support

Table 10
Staffing requirements: Office of the Chief of Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Chief of Mission Support																
Approved 2017	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	–	–	**4**
Proposed 2018	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	–	–	**4**
Change	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Budget and Finance Unit																
Approved 2017	–	–	–	–	–	1	1	–	**2**	2	–	**4**	–	3	–	**7**
Proposed 2018	–	–	–	–	–	1	1	–	**2**	2	–	**4**	–	3	–	**7**
Change	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Contract Management Unit																
Approved 2017	–	–	–	–	–	–	1	–	**1**	–	–	**1**	–	1	–	**2**
Proposed 2018	–	–	–	–	–	–	1	–	**1**	–	–	**1**	–	1	–	**2**
Change	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Regional offices (Erbil, Kirkuk)																
Approved 2017	–	–	–	–	–	–	2	–	**2**	–	–	**2**	–	2	–	**4**
Proposed 2018	–	–	–	–	–	–	2	–	**2**	–	–	**2**	–	2	–	**4**
Change	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Information Management Unit																
Approved 2017	–	–	–	–	–	–	–	–	**–**	2	–	**2**	–	–	–	**2**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	2	–	**2**	–	–	–	**2**
Change	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Planning, Monitoring and Compliance Unit																
Approved 2017	–	–	–	–	–	–	1	–	**1**	1	–	**2**	–	–	–	**2**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	–	–	**1**
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**	–	–	–	**(1)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Human Resources Section																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	–	–	1	5	–	6	1	5	–	12
Change	–	–	–	–	–	1	–	–	1	5	–	6	1	5	–	12
Total, Office of the Chief of Mission Support																
Approved 2017	–	–	–	1	–	2	6	–	9	6	–	15	–	6	–	21
Proposed 2018	–	–	–	1	–	3	5	–	9	11	–	20	1	11	–	32
Change	–	–	–	–	–	1	(1)	–	–	5	–	5	1	5	–	11

61. The following organizational units of the Mission have a direct reporting line to the Chief of Mission Support:

(a) The Front Office of the Chief of Mission Support, from which the Chief of Mission Support will continue to provide strategic advice to the senior Mission leadership on managerial, logistical and administrative support required for the implementation of the Mission's mandate, including the implementation of the global field support strategy;

(b) The Budget and Finance Unit, which is responsible for implementing budgetary policies and procedures, preparing the Mission's budget and performance report, monitoring and implementing the approved budget, overseeing the implementation of the budget of the Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad, and preparing various reports and analyses;

(c) The Contract Management Unit, which is responsible for the management of the Mission's contracts for goods and services;

(d) The regional offices (Erbil and Kirkuk), which are responsible for carrying out operational support activities in the UNAMI regional representation office in Erbil and in the UNAMI compound in Kirkuk;

(e) The Information Management Unit, which is responsible for the management of all Mission correspondence;

(f) The Planning, Monitoring and Compliance Unit, which is responsible for carrying out comprehensive planning in all areas of Mission support while consolidating the monitoring, coordination and compliance functions to ensure that the Mission adheres to all administrative circulars, directions and reports of the Board of Auditors and the Office of Internal Oversight Services, among others;

(g) The Human Resources Section, which is responsible for the management of the Mission's human resources. The Chief Human Resources Officer is the functional adviser on human resources policies and practices in the Mission and engages in liaison with the Kuwait Joint Support Office to ensure that Mission personnel receive timely and effective services. The Section comprises the following units: (i) the Recruitment Unit; (ii) the Client Support Desk; (iii) the Specialist Support Unit; and (iv) the Organizational Management Cell.

Proposed organizational changes

62. The following changes in the staffing of organizational units reporting directly to the Office of the Chief of Mission Support are proposed for 2018:

(a) **Planning, Monitoring and Compliance Unit:** the abolishment of one position of Planning Officer (P-3) that has been unencumbered for over two years;

(b) **Human Resources Section:** the redeployment of the Section, including one Chief Human Resources Officer (P-4), two Human Resources Officers (Field Service), three Human Resources Assistants (Field Service) and five Human Resources Assistants (Local level), from the proposed Office of Operations and Resource Management (presently the Office of the Deputy Chief of Mission Support) to the Office of the Chief of Mission Support, given that the Section works closely with the Office of the Chief of Mission Support and to reflect better alignment of the accountability chain. It is also proposed that one Welfare Officer (National Professional Officer) be redeployed from the Staff Counselling Unit (presently under the Office of the Deputy Chief of Mission Support).

Office of the Deputy Chief of Mission Support

Table 11
Staffing requirements: Office of the Deputy Chief of Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	–	1	–	–	–	**1**	1	–	**2**	–	4	–	**6**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Change	–	–	–	–	**(1)**	–	–	–	**(1)**	**(1)**	–	**(2)**	–	**(4)**	–	**(6)**

63. The position of the Deputy Chief of Mission Support in UNAMI was established in 2014 in response to a recommendation resulting from the civilian staffing review carried out in 2013. The incumbent was responsible for overseeing the management of the procurement, medical, training, human resources, staff counselling, facilities management and property management functions.

64. The proposed Operations and Resource Management pillar will comprise procurement, staff counselling, training, property management and facilities management functions, as well as medical services.

Proposed organizational changes

65. It is proposed that the Office of the Deputy Chief of Mission Support be abolished and that the Operations and Resource Management pillar be established. It is also proposed that the position of Deputy Chief of Mission Support (P-5) be abolished and that the position of Chief of Operations and Resource Management (P-5) be established.

66. Furthermore, it is proposed that the remaining positions in the Office of the Deputy Chief of Mission Support (1 Field Service and 4 Local level) be redeployed to the proposed Office of Operations and Resource Management.

Operations and Resource Management

Table 12
Staffing requirements: Operations and Resource Management

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Operations and Resource Management																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	–	–	–	**1**	1	–	**2**	–	4	–	**6**
Change	–	–	–	–	**1**	–	–	–	**1**	**1**	–	**2**	–	**4**	–	**6**
Medical Services Section																
Approved 2017	–	–	–	–	–	1	4	–	**5**	4	–	**9**	–	3	–	**12**
Proposed 2018	–	–	–	–	–	1	4	–	**5**	4	–	**9**	–	3	–	**12**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Resources Section																
Approved 2017	–	–	–	–	–	1	–	–	**1**	5	–	**6**	–	5	–	**11**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	**(5)**	–	**(6)**	–	**(5)**	–	**(11)**
Staff Counselling Unit																
Approved 2017	–	–	–	–	–	1	1	–	**2**	–	–	**2**	–	1	–	**3**
Proposed 2018	–	–	–	–	–	1	1	–	**2**	–	–	**2**	–	–	–	**2**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**
Facilities Management and Services Section																
Approved 2017	–	–	–	–	–	–	–	–	–	6	–	**6**	–	13	–	**19**
Proposed 2018	–	–	–	–	–	–	–	–	–	6	–	**6**	–	13	–	**19**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Procurement Section																
Approved 2017	–	–	–	–	–	1	–	–	**1**	4	–	**5**	1	14	–	**20**
Proposed 2018	–	–	–	–	–	1	–	–	**1**	4	–	**5**	1	14	–	**20**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Training Section																
Approved 2017	–	–	–	–	–	1	–	–	**1**	1	–	**2**	1	2	–	**5**
Proposed 2018	–	–	–	–	–	1	–	–	**1**	1	–	**2**	1	2	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Property Management Section																
Approved 2017	–	–	–	–	–	1	–	–	1	7	–	8	–	14	–	22
Proposed 2018	–	–	–	–	–	1	–	–	1	7	–	8	–	14	–	22
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Operations and Resource Management																
Approved 2017	–	–	–	–	–	6	5	–	11	27	–	38	3	51	–	92
Proposed 2018	–	–	–	–	1	5	5	–	11	23	–	34	2	50	–	86
Change	–	–	–	–	1	(1)	–	–	–	(4)	–	(4)	(1)	(1)	–	(6)

67. The following organizational units of the Mission have a direct reporting line to the Chief of Operations and Resource Management:

(a) The Office of the Chief of Operations and Resource Management, which is responsible for the provision of general support and the management of operations and Mission resources;

(b) The Medical Services Section, which is responsible for the provision of health and medical care and the well-being of Mission civilian and non-civilian personnel. The main office is located in Baghdad, and a level I clinic is located in each of the Erbil and Kirkuk offices;

(c) The Staff Counselling Unit, which is responsible for building a respectful work environment and supporting the development of well-prepared and resilient employees who are able to cope with work stress and demands. The Unit is based in Erbil, with support staff in Baghdad;

(d) The Facilities Management and Services Section, which is responsible for the provision of contractual services for cleaning, laundry, gym maintenance, garbage collection, sewage removal and mail and pouch, courier and accommodation services in support of staff at all the locations. The Section has offices in Baghdad, at Baghdad International Airport and in Kuwait, Erbil and Kirkuk;

(e) The Procurement Section, which is responsible for ensuring the coordinated, efficient and economical purchase of goods and services and their delivery to the Mission. The Section comprises four units based in Baghdad, Erbil and Kuwait;

(f) The Training Section, which is responsible for implementing the United Nations learning and development policy to address skill gaps and facilitate the career growth and development of UNAMI staff members, including coordination of the delivery of internal and external training. The Section has offices in Erbil, Baghdad and Kuwait;

(g) The Property Management Section, which is responsible for the provision of support services in property management, including property control and inventory, receipt and inspection of goods, claims processing, property survey board, asset disposal and fixed assets management. The Section comprises four units: (i) the Property Control and Inventory Unit, in Baghdad, Kuwait and Erbil; (ii) the Receiving and Inspection Unit, in Baghdad, Kuwait and Erbil; (iii) the Claims and Property

Survey Board Unit, in Baghdad and Kuwait; and (iv) the Property Disposal Unit, in Baghdad.

Proposed organizational changes

68. The following changes in the staffing of organizational units reporting directly to the Office of the Chief of Operations and Resource Management are proposed for 2018:

(a) **Office of the Chief of Operations and Resource Management**: the establishment of the Office to oversee the procurement, staff counselling, training, property management and facilities management functions, as well as medical services. It is also proposed that one position of Chief of Operations and Resource Management (P-5) be established to oversee those functions, and that one Field Service position and four Local level positions be redeployed from the former Office of the Deputy Chief of Mission Support;

(b) **Human Resources Section**: the redeployment of the entire Section, with its staffing, to the Office of the Chief of Mission Support to enhance the operational functionality of the Section and to reflect better alignment of the accountability chain;

(c) **Staff Counselling Unit**: the redeployment of one Welfare Officer (National Professional Officer) to the Human Resources Section under the Office of the Chief of Mission Support to streamline the placement of welfare functions across missions, whereby those functions are placed under the human resources component.

Supply Chain Management and Service Delivery

Table 13
Staffing requirements: Supply Chain Management and Service Delivery

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Supply Chain Management and Service Delivery																
Approved 2017	–	–	–	–	1	–	1	–	**2**	–	–	**2**	–	2	–	**4**
Proposed 2018	–	–	–	–	1	–	1	–	**2**	–	–	**2**	–	2	–	**4**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Central Warehouse Section																
Approved 2017	–	–	–	–	–	1	–	–	**1**	9	–	**10**	2	26	–	**38**
Proposed 2018	–	–	–	–	–	1	–	–	**1**	9	–	**10**	2	26	–	**38**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Engineering Section																
Approved 2017	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	33	–	**38**
Proposed 2018	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	33	–	**38**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Surface Transport Section																
Approved 2017	–	–	–	–	–	1	–	–	1	6	–	7	–	47	–	54
Proposed 2018	–	–	–	–	–	–	–	–	–	7	–	7	–	49	–	56
Change	–	–	–	–	–	(1)	–	–	(1)	1	–	–	–	2	–	2
Aviation and Movement Control Section																
Approved 2017	–	–	–	–	–	1	1	1	3	14	–	17	1	18	–	36
Proposed 2018	–	–	–	–	–	1	1	1	3	14	–	17	1	18	–	36
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Geospatial, Information and Communications Technology Section																
Approved 2017	–	–	–	–	–	1	2	–	3	11	–	14	3	29	–	46
Proposed 2018	–	–	–	–	–	1	2	–	3	11	–	14	3	28	–	45
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)
Total, Supply Chain Management and Service Delivery																
Approved 2017	–	–	–	–	1	5	6	1	13	42	–	55	6	155	–	216
Proposed 2018	–	–	–	–	1	4	6	1	12	43	–	55	6	156	–	217
Change	–	–	–	–	–	(1)	–	–	(1)	1	–	–	–	1	–	1

69. The following organizational units of the Mission have a direct reporting line to the Chief of Supply Chain Management and Service Delivery:

(a) Office of the Chief of Supply Chain Management and Service Delivery: the Chief of Supply Chain Management and Service Delivery is responsible for the acquisition, storage, issuance, management and service delivery processes to ensure a streamlined acquisition and service delivery process;

(b) The Central Warehouse Section, which is responsible for providing general supplies; managing contracts for security services, medical services and public information services; managing life support and fuel support services; forecasting supply and support requirements; managing budgeting, requisitioning, provisioning and inventory for the issuance and distribution of supplies and equipment; administering short-term and long-term contracts for life support, security services and public information services; consolidating specialized warehouses into a central warehouse with smaller regional depots close to the Mission's areas of operations and centrally managing goods and commodities; and managing the provision of fuel for vehicles and generators;

(c) The Engineering Section, which is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises, including construction-related projects;

(d) The Surface Transport Section, which is responsible for the provision of ground transportation facilities and services to all staff members and military contingents in all UNAMI locations, and to the United Nations country team on a cost-reimbursement basis;

(e) The Aviation and Movement Control Section, which is responsible for the planning and management of the Mission's aviation and movement control operations. The Section comprises the Movement Coordination Centre and the Technical Support and Budget/Administration Unit, both of which are located at the UNAMI Forward Support Base at Baghdad International Airport. The Section maintains liaison offices at headquarters in central Baghdad and in the Erbil and Kuwait offices;

(f) The Geospatial, Information and Communications Technology Section, which is responsible for the planning, installation and maintenance of all geospatial, information technology and telecommunications infrastructure and systems in the Mission area.

Proposed organizational changes

70. The following changes in the staffing of organizational units reporting directly to the Office of the Chief of Supply Chain Management and Service Delivery are proposed for 2018:

(a) **Surface Transport Section**: the reclassification of one position of Chief Transport Officer (P-4) as a position of Transport Officer (Field Service) to manage the Section in line with the reduction of the Mission's ground fleet, caused by the write-off and transfer of vehicles, as well as the non-acquisition of additional vehicles and the non-replacement of the Mission's ageing fleet of vehicles since 2013, increased needs for specialized maintenance supervision and transport management trends; and the establishment of two positions of Driver (Local level) to support the increased movement in Erbil resulting from the Mission's movements into Ninawa Governorate (Mosul) and the liberated parts of the Kurdistan region of Iraq. It is anticipated that the proposed reclassification would have no negative impact on the programme delivery of the respective organizational units;

(b) **Geospatial, Information and Communications Technology Section**: the abolishment of one position of Information Technology Assistant (Local level), as the position has been vacant for two years and it has been determined that the functions associated with it will no longer be required.

5. Kuwait Joint Support Office

Table 14
Staffing requirements: Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Human Resources Section																
Approved 2017	–	–	–	–	–	1	1	–	2	1	–	3	–	11	–	14
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	–	11	–	14
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section																
Approved 2017	–	–	–	–	–	1	–	–	1	5	–	6	–	10	–	16
Proposed 2018	–	–	–	–	–	1	–	–	1	5	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Travel Section																
Approved 2017	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2018	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Kuwait Joint Support Office																
Approved 2017	–	–	–	–	–	2	1	–	3	7	–	10	–	23	–	33
Proposed 2018	–	–	–	–	–	2	1	–	3	7	–	10	–	23	–	33
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

71. The Kuwait Joint Support Office will continue to be supported by UNAMI and the United Nations Assistance Mission in Afghanistan (UNAMA). Accountability for the performance of the Office remains with both Missions. The resources for the Office are determined on the basis of the number of clients (international and national staff and uniformed personnel) who are supported. The Kuwait Joint Support Office Steering Committee, composed of the Chiefs of Mission Support of UNAMI and UNAMA and representatives of the Department of Field Support and the management team of the Office, has responsibility for ensuring a high level of service delivery quality in all areas of finance, human resources and travel supported by the Office.

72. The Kuwait Joint Support Office has assumed additional delegation of authority for the delivery of finance and human resources support services to the United Nations Regional Centre for Preventive Diplomacy for Central Asia, based in Ashgabat. Support was also extended to the Office of the Special Envoy of the Secretary-General for Yemen in 2017.

73. The Office, which in 2017 had an approved staffing strength of 33 positions funded by UNAMI and 39 positions funded by UNAMA, is assigned dual responsibilities and supports both UNAMI and UNAMA in carrying out administrative tasks, including in the areas of human resources, finance and travel. In addition to funding the positions within the Office, UNAMI and UNAMA help to cover the operating costs of the Office.

74. UNAMI and UNAMA both contribute positions to the Kuwait Joint Support Office. Table 15 provides information on the positions that they contributed to the Office in 2017 and the proposed contributions for 2018.

Table 15

Positions contributed by UNAMI and UNAMA to the Kuwait Joint Support Office

	International staff	National staff	Total	Share (percentage)
2017 approved positions				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**

	International staff	*National staff*	*Total*	*Share (percentage)*
2018 proposed positions				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**
Change	–	–	–	–

IV. Analysis of resource requirements

Table 16
Detailed cost estimates
(Thousands of United States dollars)

	2016–2017			*2017*	*2018*		*Variance*
							2017 vs 2018
Category of expenditure	*Appropriations (1)*	*Actual Expenditures[a] (2)*	*Variance (3)=(2)–(1)*	*Approved Budget (4)*	*Total requirements (5)*	*Non-recurrent requirements (6)*	*Increase (decrease) (7)=(5)–(4)*
I. Military and police personnel							
1. Military observers	–	–	–	–	–	–	–
2. Military contingents	16 275.2	14 960.7	(1 314.5)	8 287.0	8 261.4	–	(25.6)
3. Civilian police	–	–	–	–	–	–	–
Total, category I	**16 275.2**	**14 960.7**	**(1 314.5)**	**8 287.0**	**8 261.4**	**–**	**(25.6)**
II. Civilian personnel							
1. International staff	121 735.7	125 635.4	3 899.7	60 613.4	61 903.9	–	1 290.5
2. National staff	40 517.4	44 048.0	3 530.6	20 657.0	20 617.8	–	(39.2)
Total, category II	**162 253.1**	**169 683.5**	**7 430.4**	**81 270.4**	**82 521.7**	**–**	**1 251.3**
III. Operational costs							
1. Consultants	443.7	605.7	162.0	200.0	428.6	–	228.6
2. Official travel	2 927.1	2 844.4	(82.7)	1 469.7	1 390.9	–	(78.8)
3. Facilities and infrastructure	16 672.5	13 887.2	(2 785.3)	8 963.4	7 486.7	–	(1 476.7)
4. Ground transportation	2 095.5	1 473.1	(622.4)	966.9	860.4	–	(106.5)
5. Air transportation	13 376.7	11 463.8	(1 912.9)	5 971.0	4 393.4	–	(1 577.6)
6. Communications	10 567.0	5 155.4	(5 411.6)	5 133.1	3 976.6	–	(1 156.5)
7. Information technology	3 828.5	7 668.4	3 839.9	1 920.5	2 083.0	–	162.5
8. Medical	892.8	287.5	(605.3)	508.8	387.1	–	(121.7)
9. Other supplies, services and equipment	6 636.0	7 351.2	715.2	2 854.4	2 405.6	–	(448.8)
Total, category III	**57 439.8**	**50 736.8**	**(6 703.1)**	**27 987.8**	**23 412.3**	**–**	**(4 575.5)**
Total requirements	**235 968.1**	**235 381.00**	**(587.2)**	**117 545.2**	**114 195.4**	**–**	**(3 349.8)**

[a] Actual expenditures as at 31 December 2017.

A. Military contingents

	Appropriation 2016-2017	*Actual expenditures 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Military contingents	16 275.2	14 960.7	(1 314.5)	8 287.0	8 261.4	(25.6)

75. The amount of $8,261,400 would provide for requirements for the deployment of 245 military contingent personnel, taking into account an estimated standard troop cost reimbursement ($4,095,700), travel costs ($912,900), recreational leave and daily allowance ($190,300), death and disability compensation ($98,000), rations ($2,424,300), contingent-owned equipment for reimbursement for major equipment brought by the contingent in question on a wet-lease basis, in line with the corresponding memorandum of understanding ($8,300) and freight and the deployment of contingent-owned equipment to cover the cost of air cargo and unaccompanied luggage, based on the existing contract ($531,900). A vacancy rate of 1.0 per cent has been applied in the calculation of the cost estimates for 2018.

76. The variance between the 2018 requirements and the 2017 approved budget is due mainly to reduced requirements for rations, reflecting a 1.2 per cent delayed deployment rate applicable to the estimates for 2018, compared with no delayed deployment rate used in 2017.

77. The projected unencumbered balance for 2016–2017 is due mainly to the lower contractual rates for airfare tickets for travel on emplacement, rotation and repatriation, as well as for freight and the deployment of contingent-owned equipment.

B. Civilian personnel

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
International staff	121 735.7	125 635.4	3 899.7	60 613.4	61 903.9	1 290.5

78. The amount of $61,903,900 would provide for salaries ($29,552,800) and common staff costs ($28,449,000) for a staffing complement of 332 international staff (143 Professional Officers and 189 Field Service staff), and danger pay allowance at the established monthly rate of $1,600 for an eligible staff strength of 266 ($3,902,100). A vacancy rate of 8.0 per cent has been applied in calculating the cost estimates for continuing positions for 2018. For positions being proposed for establishment, a vacancy rate of 50 per cent has been applied.

79. The provision for salaries is based on the net average monthly salary rates for international staff deployed in all Mission locations. The variance between the 2018 requirements and the 2017 approved budget reflects mainly the proposed increase in common staff costs, which is budgeted at 95.9 per cent of net international salaries.

80. The anticipated overrun in 2016–2017 is due mainly to lower vacancy rates than budgeted (an average of 7.1 per cent projected instead of the 12 per cent budgeted).

	Appropriation 2016-2017	Actual expenditures 2016-2017	Variance	Approved budget 2017	Total requirements 2018	Variance 2017 vs. 2018
National staff	40 517.4	44 048.0	3 530.6	20 657.0	20 617.8	(39.2)

81. The amount of $20,617,800 would provide for salaries ($14,444,100) and common staff costs ($4,406,400) for a staffing complement of 521 national staff (118 National Professional Officers and 403 Local level staff); danger pay allowance for 327 staff at a rate of $585 per month ($1,692,300); and estimated overtime charges ($75,000). In calculating the cost estimates for continuing positions for 2018, vacancy rates of 13.0 per cent and 11.0 per cent have been applied for National Professional Officers and Local level staff, respectively. For positions being proposed for establishment, vacancy rates of 50 per cent and 35 per cent, respectively, have been applied.

82. The overrun for 2016-2017 is due mainly to the higher salaries, common staff costs and danger pay caused by actual lower vacancy rates than budgeted (an average of 8.6 per cent for National Professional Officers instead of the 20 per cent budgeted, and an average of 7.7 per cent projected for National General Service staff instead of the 12 per cent budgeted), as well as the higher percentage of staff with dependants.

83. The provision for salaries is budgeted using salary scales for Iraq, with effect from 1 January 2016, for National Professional Officers and Local level staff. The provision for the salaries of Local level staff deployed in Kuwait is budgeted using salary scales for Kuwait with effect from 1 April 2008.

84. The provision for common staff costs is budgeted at 30.5 per cent of net national salaries.

C. Operational costs

	Appropriation 2016-2017	Actual expenditures 2016-2017	Variance	Approved budget 2017	Total requirements 2018	Variance 2017 vs. 2018
Consultants	443.7	605.7	162.0	200.0	428.6	228.6

85. The amount of $428,600 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission, including electoral and political affairs issues ($383,300) and training activities for Mission personnel ($45,300).

86. The variance between the 2018 requirements and the 2017 approved budget is due mainly to increased requirements for consultancy services resulting from the need to address substantive activities related to the elections scheduled to be held in Iraq in 2018. Additional requirements also relate to the results of the independent and external assessment of UNAMI and will permit the Mission to engage more extensively on strategic issues prioritized in the review, including the political security sector reforms, national reconciliation and disputed internal boundaries.

87. The projected overrun for 2016-2017 is due mainly to an additional requirement, imposed by the Security Council in its resolution 2367 (2017), for an independent and external assessment of the Mission's structure and staffing to ensure that the Mission and the United Nations country team in Iraq are configured to most appropriately and efficiently fulfil mandated tasks.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018*
Official travel	2 927.1	2 844.4	(82.7)	1 469.7	1 390.9	(78.8)

88. The amount of $1,390,900 would provide for requirements for official travel to carry out non-training activities ($879,500) and training activities ($450,200) and travel related to expert panels ($61,200).

89. The proposed requirements for the official travel of staff for non-training activities include travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes the travel of staff for consultations with government counterparts, donors and non-governmental organizations, oversight of United Nations operations in regional and field offices, political consultations with local entities, and human rights assessment missions;

(b) Travel outside the Mission area includes the official travel of the Special Representative of the Secretary-General and senior members of his staff in connection with the implementation of the Mission's mandate to attend various high-level political consultations within and outside the region with various entities, meetings with high-level counterparts from United Nations Headquarters and briefings to the Security Council.

90. The proposed requirements for the official travel of staff for training activities include a provision for travel to the United Nations Logistics Base at Brindisi, Italy, the Regional Service Centre in Entebbe, Uganda, the United Nations Interim Force in Lebanon or other training locations for training courses in administrative areas.

91. The variance between the 2018 requirements and the 2017 approved budget is due mainly to the reduced number of official trips resulting from the increased and frequent use of information and communications technology tools available in-house.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018*
Facilities and infrastructure	16 672.5	13 887.2	(2 785.3)	8 963.4	7 486.7	(1 476.7)

92. The amount of $7,486,700 would provide for requirements for facilities and infrastructure, including:

(a) Acquisitions valued at $1,448,400, comprising prefabricated facilities, accommodation and refrigeration equipment ($160,000); engineering supplies ($203,700); generators and electrical equipment ($371,000); water treatment and fuel distribution equipment ($13,500); office furniture ($321,800); office equipment ($5,000); and security and safety equipment ($373,400);

(b) Rental of premises in Amman, Tehran, Basrah and Mosul and Mission-wide conference facilities ($744,900);

(c) Utilities and waste disposal services ($1,416,600);

(d) Various maintenance services for closed-circuit television systems, public address systems, photocopiers, access control systems, satellite services, maintenance service contracts for facilities, generators, plumbing, electrical, air conditioning and heating systems, water purification and waste treatment systems, and water testing services ($1,821,700);

(e) Security services and personnel, including for 22 unarmed private company guards at a projected annual rate of $97,152 for Kuwait and 16 guards at a projected annual rate of $79,680 for Erbil, and explosive-detection dogs at three locations at a projected average annual rate of $121,600 per location ($541,700);

(f) Alteration and renovation of facilities, mainly for security enhancements in various locations in Baghdad, Erbil, Kirkuk and Kuwait ($230,000);

(g) Petrol, oil and lubricants for generators, on the basis of an estimated consumption of 1,096,000 litres of generator fuel at an average of $0.77 per litre in Erbil, $0.65 per litre in the rest of Iraq and $0.40 per litre in Kuwait ($823,000);

(h) Other costs, including stationery and office supplies ($165,300); spare parts and supplies ($116,100); field defence supplies ($105,000); and sanitation and cleaning materials ($74,000).

93. The variance between the 2018 requirements and the 2017 approved budget is due mainly to reduced contract rates for security and maintenance services and reduced accommodation costs in Basrah resulting from a shift in accommodations for international staff from hotels to the UNDP compound.

94. The projected unencumbered balance for 2016–2017 is due mainly to underexpenditure for: (a) maintenance services, as a result of reduced contract prices; (b) the rental of premises, as a result of not establishing a physical presence in Najaf owing to security reasons; (c) security services, as a result of reduced contract prices; and (d) alteration and renovation services, as a result of mostly utilizing the Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad for the maintenance of the Baghdad compound.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Ground transportation	2 095.5	1 473.1	(622.4)	966.9	860.4	(106.5)

95. The amount of $860,400 would provide for requirements for the ground transportation fleet of the Mission, which comprises 378 vehicles, including 177 passenger vehicles (all armoured, except for 22 that are soft-skinned) and 134 other vehicles (4x4 armoured vehicles for the operational reserve, 13 trucks, 12 material-handling equipment vehicles, 4 ambulances, 3 cargo vans, 6 mine-hardened RG-32 vehicles and 7 medium-sized buses). The proposed requirements for 2018 include:

(a) The acquisition of vehicles and workshop equipment and tools ($170,200);

(b) The rental of specialized vehicles and heavy equipment for engineering use ($33,000);

(c) Repair and maintenance services for vehicles ($143,400);

(d) Liability insurance requirements ($27,300);

(e) Spare parts ($290,900);

(f) Petrol, oil and lubricants, on the basis of an estimated consumption of 275,000 litres at an average cost of $0.28 per litre ($195,600).

96. The variance between the 2018 requirements and the 2017 approved budget is due mainly to reduced requirements for petrol, oil and lubricants, resulting from anticipated higher cost recovery from the United Nations country team and reduced requirements for repairs and maintenance.

97. The projected unencumbered balance for 2016–2017 is due mainly to lower expenditures for the acquisition of spare parts, resulting from restricted ground movement in Iraq and a reduction in fuel consumption owing to the implementation of carpooling services and restrictions on ground movement in Iraq, both as a result of the security situation.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Air transportation	13 376.7	11 463.8	(1 912.9)	5 971.0	4 393.4	(1 577.6)

98. The amount of $4,393,400 would provide for requirements for the Mission's air fleet, which comprises two fixed-wing aircraft, operating an estimated total of 975 flight hours, as follows:

(a) Air transportation services ($8,200);

(b) Landing fees and ground handling charges ($190,100);

(c) Air crew subsistence allowance ($11,700);

(d) Petrol, oil and lubricants, on the basis of an estimated consumption of 583,363 litres of aviation fuel at a rate of $0.98 per litre ($571,700);

(e) Liability insurance ($16,600);

(f) Rental and operation ($3,595,100).

99. After security conditions, as a primary driver in the determination of UNAMI air capability, improved in 2016, it was determined that two high-performance executive jet aircraft could be replaced with one turboprop fixed-wing aircraft and one lower-performance executive jet that together could carry out all estimated air support operations. It is also proposed that the estimated flight hours be reduced from 1,125 in 2017 to 975 in 2018.

100. The variance between the 2018 requirements and the 2017 approved budget is due mainly to the reconfiguration of the Mission's air fleet, resulting in lower contractual costs for the operation of the fleet, and a reduced contract price for petrol, oil and lubricants.

101. The projected unencumbered balance for 2016–2017 is due mainly to the reconfiguration of the Mission's air fleet in 2016, resulting in lower costs for its rental and operation.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Communications	10 567.0	5 155.4	(5 411.6)	5 133.1	3 976.6	(1 156.5)

102. The amount of $3,976,600 would provide for:

(a) The acquisition and replacement of radio, satellite, telephone and miscellaneous equipment ($1,050,800);

(b) Commercial communications, including satellite transponder lease charges, Internet connectivity charges, fibre-optic backbone and leased lines charges in Iraq, European redundant very small aperture terminal (VSAT) Internet charges, lines to the United Nations Logistics Base at Brindisi, Italy, connectivity to Valencia,

Spain, satellite, mobile and landline phone charges, and vehicle tracking system service charges ($2,024,300);

(c) Maintenance of equipment and communications support services, including videoconferencing and teleconferencing charges, Cisco advance services, communications manager upgrading and licencing, local technician services, fibre cabling/networking services, Motorola advance services and wired and wireless charges ($460,600);

(d) Spare parts and supplies ($231,700);

(e) The acquisition of public information equipment ($16,300);

(f) Public information services, including printing and reproduction and supplies ($137,700);

(g) Subscriptions to international and local media ($55,200).

103. The variance between the 2018 requirements and the 2017 approved budget is due mainly to reduced requirements for: (a) the acquisition of equipment, resulting from a sufficient inventory from 2017; (b) commercial communications, resulting from lower satellite transponder charges and Internet connectivity charges; and (c) the maintenance of equipment and communications support devices, resulting from lower contract rates.

104. The projected unencumbered balance for 2016–2017 is due mainly to lower expenditures for the acquisition of communications equipment and charges for commercial communications, including the non-provision of Internet services in Dahuk and Najaf, as the Mission did not establish a presence in those areas owing to the security situation.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Information technology	3 828.5	7 668.4	3 839.9	1 920.5	2 083.0	162.5

105. The amount of $2,083,000 would provide for:

(a) The replacement of desktop and laptop computers, monitors, servers, network switch and routers, network firewalls and miscellaneous equipment ($637,900);

(b) The acquisition, support and maintenance of various software packages and applications, and the cost of enterprise licences ($239,000);

(c) Centralized information technology support services and data storage ($700,600);

(d) The maintenance and repair of information technology equipment ($314,700);

(e) Spare parts and supplies ($190,800).

106. The variance between the 2018 requirements and the 2017 approved budget is due mainly to increased requirements for the replacement of equipment, as the majority of it has reached the end of its useful life cycle, and to increased requirements for the maintenance and repair of equipment, resulting from the prolonged use of existing equipment.

107. The projected overrun for 2016–2017 is due mainly to increased expenditures for: (a) the additional acquisition of information technology equipment, resulting from the need to replace more laptops and storage devices than budgeted; (b) information technology services, resulting from a centralization of such services that involved new cabling and the upgrading of other information and communications technology infrastructure, which caused additional requirements during its implementation stages, and the additional provision of support for new laptops and storage devices at the headquarters in Baghdad; and (c) additional maintenance and repair of information technology equipment.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Medical	892.8	287.5	(605.3)	508.8	387.1	(121.7)

108. The amount of $387,100 would provide for medical services to Mission staff deployed at all locations in Iraq, including medical evacuations and the hospitalization of military personnel in non-Mission hospitals ($216,400) and the acquisition of medical supplies ($170,700).

109. The variance between the 2018 requirements and the 2017 approved budget is due mainly to reduced requirements for medical supplies and services.

110. The projected unencumbered balance for 2016–2017 is due mainly to a reduced number of medical evacuations carried out and the existence of sufficient stocks of medical supplies brought forward from 2017.

	Appropriation 2016–2017	*Actual expenditures 2016–2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs. 2018*
Other supplies, services and equipment	6 636.0	7 351.2	715.2	2 854.4	2 405.6	(448.8)

111. The amount of $2,405,600 would provide for:

(a) Welfare costs for United Nations guard units and civilian staff ($63,800);

(b) Uniforms for security personnel and accoutrements for 245 United Nations guard units, including related freight ($40,500);

(c) Training fees, supplies and services ($292,100);

(d) Other services, such as cleaning and janitorial services, laundry services and garbage collection ($1,547,500);

(e) Hospitality ($45,000); general insurance ($45,000); bank charges ($55,000); miscellaneous claims ($8,000); freight-related costs ($102,600); and rations ($206,100).

112. The variance between the 2018 requirements and the 2017 approved budget is due mainly to reduced contract prices for rations and full cost recovery for services provided to the United Nations country team.

113. The projected overrun for 2016–2017 is due mainly to higher cleaning and garbage collection costs for the expanded compound in the Baghdad international zone, as a result of the addition of new accommodation units from the construction

undertaken, utilizing the Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad.

V. Status of the planned renovation project for an integrated headquarters compound in Baghdad

114. The Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies, funds and programmes operating in Iraq.

115. On 31 March 2010, the Trust Fund received $25 million from the Government of Iraq and a further amount of $760,644 from the Governments of the Czech Republic, Greece, Italy, Luxembourg, Poland and Sweden, through the transfer of their funds from the former Trust Fund to Support the Distinct Entity Created to Provide Security for the United Nations Presence in Iraq. On 7 June 2011, a further contribution of $25 million was received from the Government of Iraq, bringing total contributions received by the Trust Fund to $50,760,644.

116. As at 31 December 2017, the Trust Fund had been allotted a cumulative $47,105,706, of which $33,751,757 had been expended on various renovation and construction projects, with a further $7,867,939 in pre-commitments, leaving an unconsumed budget of $5,486,010.

117. The Trust Fund projects that are currently ongoing or are in the final stages of procurement processes include the construction and furnishing of the three-storey 116-unit accommodation building C ($13,061,777); the upgrading of communications and information technology networks ($1,021,333); and the refurbishment of all existing buildings and landscaping work ($1,598,015). Projects under design include: the construction of a four-storey office building ($10,400,000); the upgrading of service facilities ($650,000); the upgrading of fire alarm and firefighting systems ($378,275); the refurbishment of a transport workshop ($180,000); and the refurbishment of the main office building ($695,000), all located in Baghdad.

VI. Actions requested of the General Assembly

118. **The General Assembly is requested:**

(a) **To approve the budget in the amount of $114,195,400 (net of staff assessment) for UNAMI for the period 1 January to 31 December 2018;**

(b) **To approve a charge of $114,195,400 (net of staff assessment) against the provision for special political missions under section 3, Political affairs, of the programme budget for the biennium 2018-2019, including the amount of $50,000,000 in commitment authority approved by the General Assembly in its resolution 72/262 for UNAMI for 2018.**

VII. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
United Nations Assistance Mission for Iraq	
Report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.15)	
The Iraq team of the Middle East and West Asia Division of the Department of Political Affairs provides backstopping to the Mission from United Nations Headquarters and comprises three P-4 and two P-3 positions. It is proposed to establish one position of Senior Political Affairs Officer (P-5) in support of the adoption of strategies and policies on issues relating to Erbil-Baghdad relations. Upon enquiry, the Advisory Committee was informed that the workload of the Iraq team was expanding overall, including in connection with the aforementioned independent review, as the team was tasked with identifying and recruiting the two experts, devising the terms of reference and planning the review process, as well as providing logistical and administrative support (see A/71/371/Add.5, paras. 45 and 46). **The Committee considers that the current level of staffing (3 P-4 and 2 P-3) dedicated to providing backstopping support at New York Headquarters is sufficient at this time, inter alia, as the general situation on the ground appears to show improvement, as described in the report of the Secretary-General. Furthermore, the Committee points out that the majority of activities with respect to the independent assessment, which was conducted by two consultants, have been concluded** (para. 12).	The present proposal does not contain a request for the establishment of additional capacity in the Middle East and West Asia Division of the Department of Political Affairs.
The Advisory Committee considers that, pending the outcome of the independent assessment, it is premature to make specific recommendations on the UNAMI budget proposal at this time, as the Mission's current planning assumptions may not reflect actual resource requirements for the period from 1 January to 31 December 2018. Therefore, taking into account its comments and recommendations in the preceding paragraphs, as well as those in its main report (A/72/7/Add.10), the Committee recommends that the General Assembly authorize the Secretary-General to enter into commitments in the amount of up to $50 million for UNAMI for the six-month period from 1 January to 30 June 2018 (para. 17).	Three positions (2 P-4 and 1 National Professional Officer) have been proposed for establishment as a result of the findings resulting from the independent and external assessment. In addition, an increase in consultancy requirements is proposed for the same reason. The present budget proposal therefore reflects the Mission's most up-to-date planning assumptions.

Brief description of the recommendation	*Action taken to implement the recommendation*

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

Report of the Advisory Committee on Administrative and Budgetary Questions (A/71/595)

The Advisory Committee points out that the presentation of indicators of achievement for some missions needs further refinement. For example, one of the indicators of achievement for the Office of the Special Envoy for Syria includes increased engagement of the representatives of the Government and the whole spectrum of Syrian opposition groups. Upon enquiry, the Committee was informed that the whole spectrum did not include those groups listed by the Security Council as terrorist organizations. In UNAMI, the Mission includes as indicators of achievement "Number of laws adopted by the Council of Representatives to implement key provisions of the Constitution" and "Adoption of the required number of laws and regulatory framework to conduct elections". In UNAMA, one of the indicators of achievement is "Improved respect for international human rights and humanitarian laws to ensure the protection of civilian in armed conflict". These activities appear to fall under the responsibility of State authorities. In the Office of the Special Envoy for Sudan and South Sudan, the mission included among expected accomplishments "Consolidation of peace and stability within the Sudan and South Sudan". The Committee expects that the mission will refine further the wording of the expected accomplishment to better reflect its mandate. In UNSMIL, the Mission states as expected accomplishments "Adoption of a constitution that meets minimum international standards". **The Advisory Committee reiterates its view that some expected accomplishments and related indicators of achievement can be improved to better reflect what could realistically be achieved by the respective missions and the activities for which the mission could be held accountable during the relevant performance period (see A/69/628, para. 35, and A/70/7/Add.10, para. 47)** (para. 45).	Indicators have been amended to reflect realistically what UNAMI can achieve and be held accountable for during 2018: the indicator "Number of laws adopted by the Council of Representatives to implement key provisions of the Constitution" has been amended to read "Number of advocacy engagements to advance adoption of key legislative priorities"; the indicator "Number of governmental and independent institutions established or renewed in accordance with the Constitution" has been replaced with "Number of advocacy engagements to promote effective relations between the federal Government and governorate authorities"; and the indicator "Adoption of the required number of laws and regulatory framework to conduct elections" to "Electoral legal framework amended and in line with Iraqi constitutional provisions, and technical advice provided to relevant committees in the Council of Representatives and the Council of Ministers as well as the Independent High Electoral Commission on amending the relevant laws required to conduct elections".

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee notes that annex VIII to the report provides information on support provided free of charge by the host country to special political missions. The Committee points out, however, that this information does not contain the estimated value of such support. Upon request, the Committee was provided with the annual estimate of contributions from host countries (see A/71/595, annex IV). The Committee is of the view that budget submissions for special political missions should also indicate in-kind contributions by the Government and other United Nations entities. The Committee was informed, upon enquiry, that, for example, airport fees for embarkation/disembarkation at all airports in Iraq and Kuwait were waived for UNAMI. **The Committee trusts that detailed information on in-kind contributions from host countries will be included in future budget submissions for the special political missions. As regards services and assets, the Committee trusts that relevant information provided by other United Nations entities will be included in future budget submissions and performance reports for special political missions and that the corresponding information, including on any related income, will be included in the reports of the entities providing such services or assets** (para. 47).	In-kind contributions largely remain the same for 2017 and are also expected to be the same in 2018. They are continually under review.

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission for Iraq

Report of the Advisory Committee on Administrative and Budgetary Questions (A/71/595/Add.5)

With respect to the proposed abolishment of a total of 11 national positions (2 National Professional Officer and 9 Local level), the Advisory Committee was informed, upon enquiry, that it was the policy of UNAMI to retain national staff and to only abolish positions whose functions are no longer required. **In this connection, the Advisory Committee reiterates its recommendation that the Secretary-General undertake efforts to strengthen the Mission's national staffing complement, whenever appropriate, by nationalizing positions, considering the availability of qualified individuals in the local labour market (see also A/70/7/Add.15, para. 19).** (para. 18).	One Field Service position in the Joint Analysis Unit is proposed for nationalization in 2018.
The Secretary-General indicates that the Office of Supply Chain Management and Service Delivery includes the Central Warehouse Section, following a merger with the Acquisition Management Section, which was aimed at consolidating the processes of planning, acquisition of life support and major supply items, warehousing and inventory, and asset management. The Secretary-General	This has been reflected in the annex to the present report, in organizational charts B (Mission support) and C (Kuwait Joint Support Office).

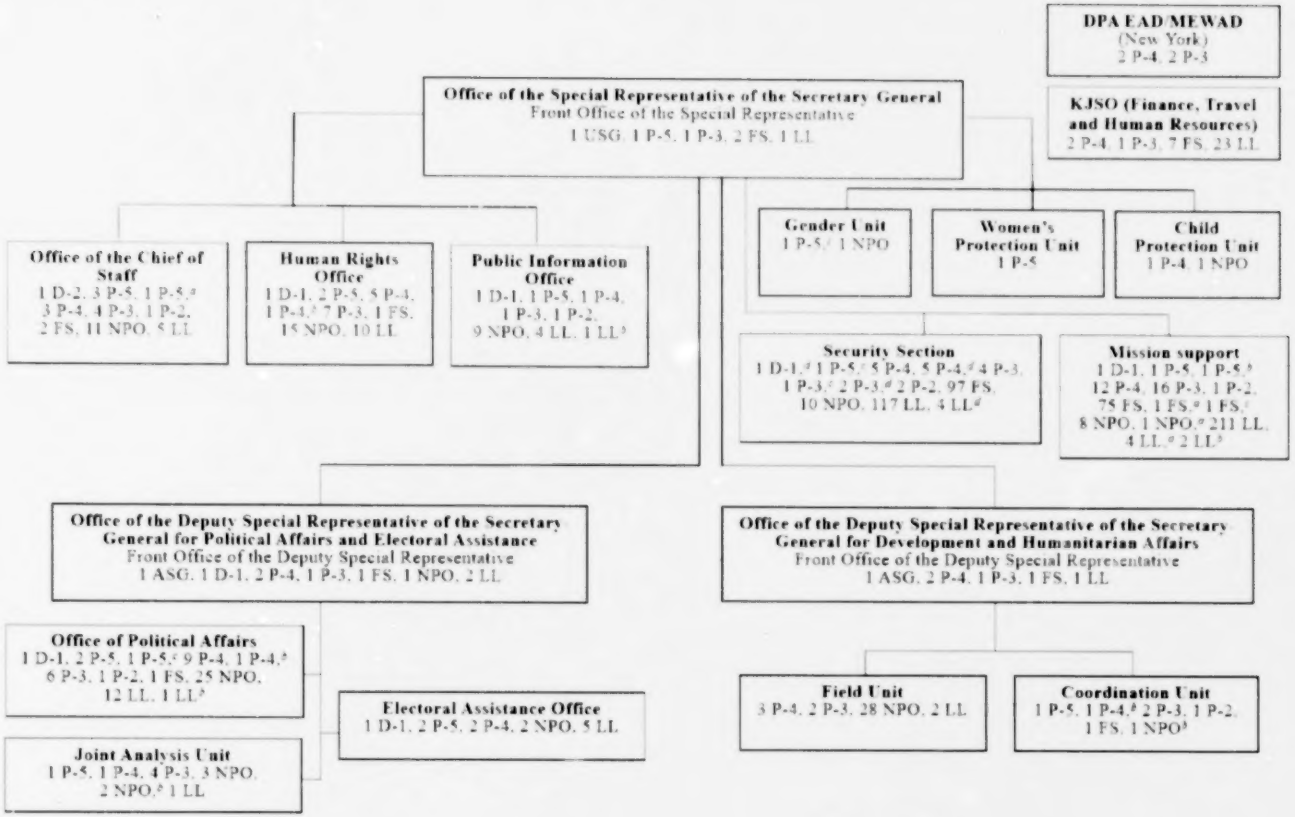
Brief description of the recommendation	*Action taken to implement the recommendation*
also indicates that information on efficiencies achieved and lessons learned as a result of the merger is under discussion in the Department of Field Support (see A/71/365/Add.5, annex I, and A/70/7/Add.15, paras. 20 and 21). **The Advisory Committee reiterates its request that information on the efficiencies achieved and lessons learned as a result of the aforementioned merger be included in the Secretary-General's next report on UNAMI (see A/70/7/Add.15, para. 21). The Committee requested, but did not receive, an organization chart of the Office of Supply Chain Management and Service Delivery showing staffing and related lines of responsibility vis-à-vis the various locations, and trusts that such information will be provided to the General Assembly at the time of its consideration of the present report** (para. 20).	
Report of the Board of Auditors, Volume I (A/72/5 (Vol. I) and A/72/5 (Vol. I)/Corr.1)	
The Board recommends that UNAMA and UNAMI prepare their training budgets on the basis of a training needs analysis and ensure that the training is properly followed up (chap. II, para. 328).	UNAMI implemented a comprehensive training needs assessment in May 2015. The findings were taken into consideration for the 2016 training planning and budget preparation. A half-day workshop on preparing and monitoring the training budget was held on 30 September 2016, followed by reviews with section chiefs on 22 November 2016 and 26 January and 29 March 2017. The next review is scheduled for November 2017 and will review budget expenditure in terms of the approved UNAMI 2017 training budget and Mission guidelines.
The Board recommends that UNAMI strengthen its internal control mechanism over the management of weapons and ammunition (chap. II, para. 346).	Internal control mechanisms have been strengthened by UNAMI to ensure the physical accountability of weapons and ammunition. Weapons custodians and deputies have been appointed countrywide. Daily and monthly physical counts of weapons and ammunition have been put into practice. The access to and the security of the weapons armouries have been significantly enhanced. The recommendation is noted. However, the current property management and inventory management practice, which includes joint physical inspections with Mission support personnel and secure access to weapons and ammunition, has proved to be effective. No discrepancies have been noted since implementation.
The Board further recommends that UNAMI should consider adopting the International Ammunition Technical Guidelines on inventory management for ammunition and weapons (chap. II, para. 347).	The International Ammunition Technical Guidelines have been adopted in the current standard operating procedures for the management of weapons and ammunition.

Brief description of the recommendation	*Steps taken to implement the recommendation*
The Board recommends that the Administration consider the assignment of all the functions related to UNAMA and UNAMI to the Kuwait Joint Support Office within a reasonable time frame (chap. II, para. 353).	The Kuwait Joint Support Office was established to carry out back-office operations in the areas of finance and human resources. The UNAMI units based in Kuwait are the Procurement Section, the Surface Transport Section, the Information and Communications Technology Section (incorporated under the Geospatial, Information and Telecommunications Technologies Section), the Security Section, the Central Warehouse Section and the Engineering Section. The Procurement Section conducts local sourcing from the Kuwait market for Iraq; the Information and Communications Technology Section maintains the Mission's backup site; the Central Warehouse Section stores the Mission's goods before dispatch to Iraq; and the Security, Surface Transport, Property Management, Facilities and Service Management and Engineering Sections provide services required to secure, maintain and run the compound. Kuwait also provides a hub where the Mission could relocate easily should the security of the Mission be compromised.

Annex

Organization charts for 2018

A. Overall chart


DPA EAD/MEWAD
(New York)
2 P-4, 2 P-3
Office of the Special Representative of the Secretary-General
Front Office of the Special Representative
1 USG, 1 P-5, 1 P-3, 2 FS, 1 LL
KJSO (Finance, Travel and Human Resources)
2 P-4, 1 P-3, 7 FS, 23 LL
Office of the Chief of Staff
1 D-2, 3 P-5, 1 P-5,[a] 3 P-4, 4 P-3, 1 P-2, 2 FS, 11 NPO, 5 LL
Human Rights Office
1 D-1, 2 P-5, 5 P-4, 1 P-4,[b] 7 P-3, 1 FS, 15 NPO, 10 LL
Public Information Office
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 P-2, 9 NPO, 4 LL, 1 LL[b]
Gender Unit
1 P-5,[c] 1 NPO
Women's Protection Unit
1 P-5
Child Protection Unit
1 P-4, 1 NPO
Security Section
1 D-1,[a] 1 P-5,[c] 5 P-4, 5 P-4,[d] 4 P-3, 1 P-3,[c] 2 P-3,[a] 2 P-2, 97 FS, 10 NPO, 117 LL, 4 LL[d]
Mission support
1 D-1, 1 P-5, 1 P-5,[b] 12 P-4, 16 P-3, 1 P-2, 75 FS, 1 FS,[a] 1 FS,[c] 8 NPO, 1 NPO,[a] 211 LL, 4 LL,[a] 2 LL[b]
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance
Front Office of the Deputy Special Representative
1 ASG, 1 D-1, 2 P-4, 1 P-3, 1 FS, 1 NPO, 2 LL
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs
Front Office of the Deputy Special Representative
1 ASG, 2 P-4, 1 P-3, 1 FS, 1 LL
Office of Political Affairs
1 D-1, 2 P-5, 1 P-5,[c] 9 P-4, 1 P-4,[b] 6 P-3, 1 P-2, 1 FS, 25 NPO, 12 LL, 1 LL[b]
Electoral Assistance Office
1 D-1, 2 P-5, 2 P-4, 2 NPO, 5 LL
Joint Analysis Unit
1 P-5, 1 P-4, 4 P-3, 3 NPO, 2 NPO,[b] 1 LL
Field Unit
3 P-4, 2 P-3, 28 NPO, 2 LL
Coordination Unit
1 P-5, 1 P-4,[b] 2 P-3, 1 P-2, 1 FS, 1 NPO[b]

Abbreviations: ASG, Assistant Secretary-General; DPA, Department of Political Affairs; EAD, Electoral Assistance Division; FS, Field Service; KJSO, Kuwait Joint Support Office; LL, Local level; MEWAD, Middle East and West Asia Division; NPO, National Professional Officer; USG, Under-Secretary-General.

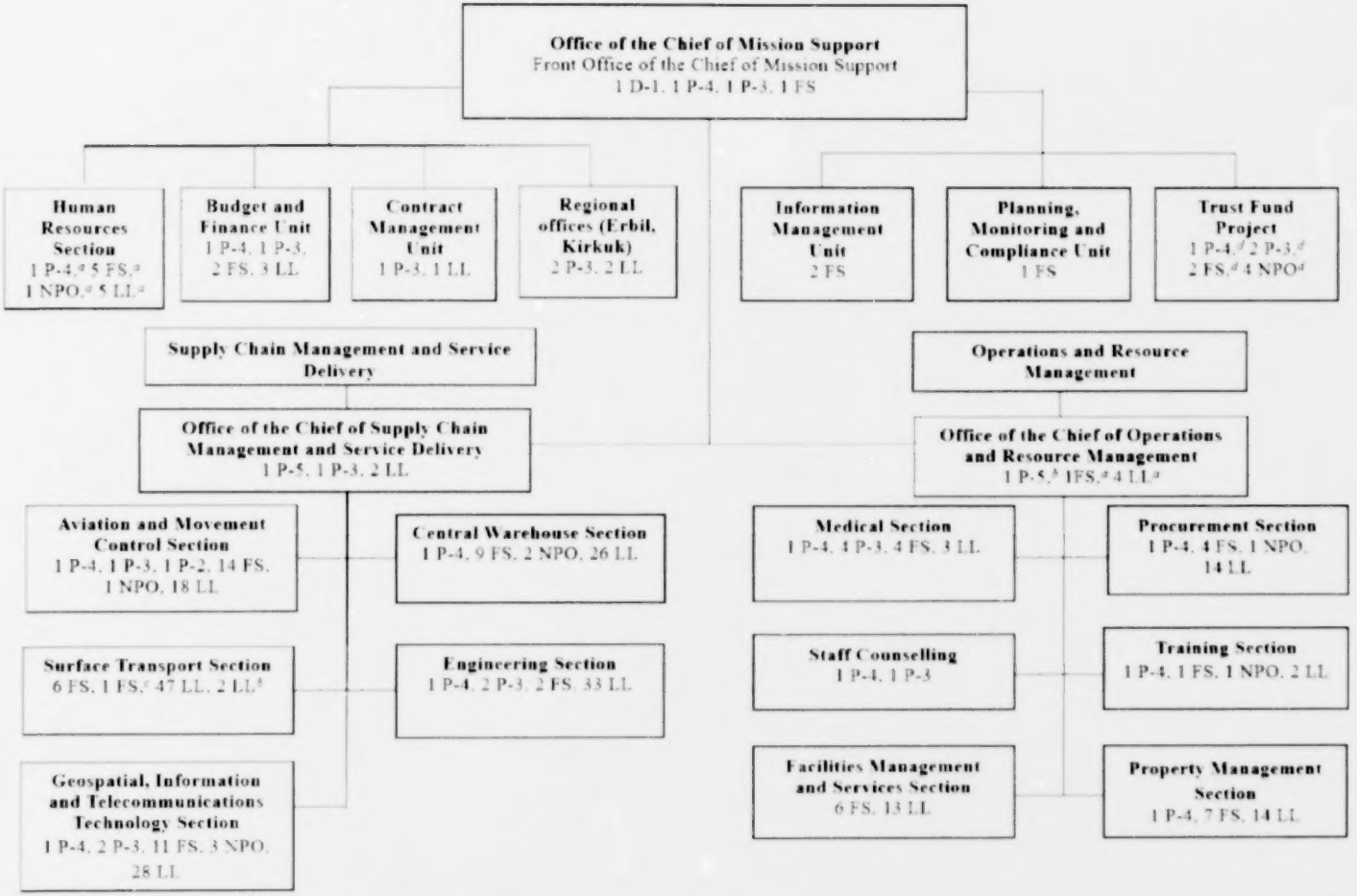
[a] Redeployment.

[b] Establishment.

[c] Reclassification.

[d] Funded from Department of Safety and Security.

B. Mission support


Office of the Chief of Mission Support
Front Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 1 FS
Human Resources Section
1 P-4,[a] 5 FS,[a] 1 NPO,[a] 5 LL[a]
Budget and Finance Unit
1 P-4, 1 P-3, 2 FS, 3 LL
Contract Management Unit
1 P-3, 1 LL
Regional offices (Erbil, Kirkuk)
2 P-3, 2 LL
Information Management Unit
2 FS
Planning, Monitoring and Compliance Unit
1 FS
Trust Fund Project
1 P-4,[d] 2 P-3,[d] 2 FS,[d] 4 NPO[d]
Supply Chain Management and Service Delivery
Office of the Chief of Supply Chain Management and Service Delivery
1 P-5, 1 P-3, 2 LL
Aviation and Movement Control Section
1 P-4, 1 P-3, 1 P-2, 14 FS, 1 NPO, 18 LL
Central Warehouse Section
1 P-4, 9 FS, 2 NPO, 26 LL
Surface Transport Section
6 FS, 1 FS,[c] 47 LL, 2 LL[b]
Engineering Section
1 P-4, 2 P-3, 2 FS, 33 LL
Geospatial, Information and Telecommunications Technology Section
1 P-4, 2 P-3, 11 FS, 3 NPO, 28 LL
Operations and Resource Management
Office of the Chief of Operations and Resource Management
1 P-5,[b] 1 FS,[a] 4 LL[a]
Medical Section
1 P-4, 4 P-3, 4 FS, 3 LL
Procurement Section
1 P-4, 4 FS, 1 NPO, 14 LL
Staff Counselling
1 P-4, 1 P-3
Training Section
1 P-4, 1 FS, 1 NPO, 2 LL
Facilities Management and Services Section
6 FS, 13 LL
Property Management Section
1 P-4, 7 FS, 14 LL

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

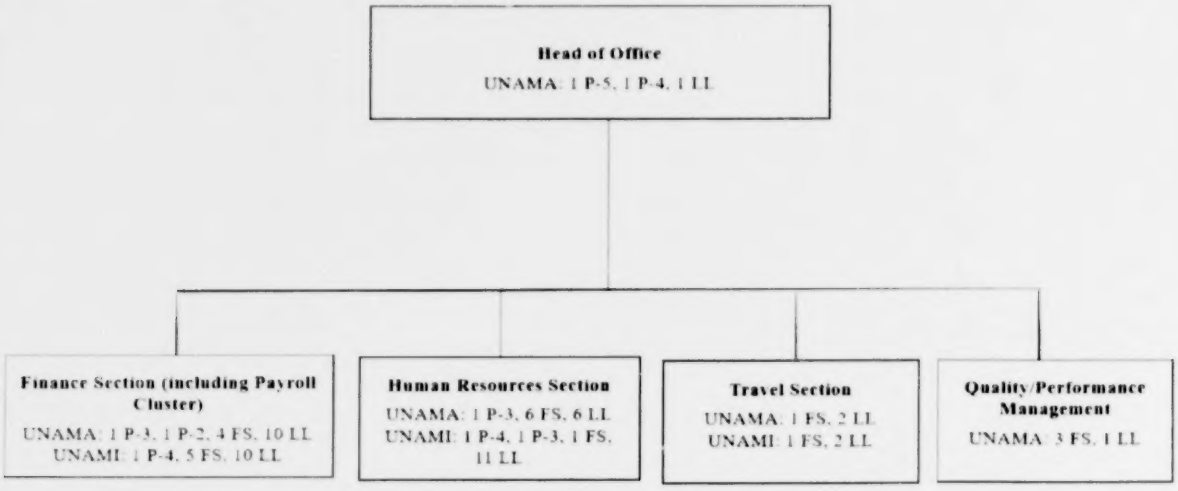
[a] Redeployment.

[b] Establishment.

[c] Reclassification.

[d] Funded from Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad resources.

C. Kuwait Joint Support Office[1]


Head of Office
UNAMA: 1 P-5, 1 P-4, 1 LL
Finance Section (including Payroll Cluster)
UNAMA: 1 P-3, 1 P-2, 4 FS, 10 LL
UNAMI: 1 P-4, 5 FS, 10 LL
Human Resources Section
UNAMA: 1 P-3, 6 FS, 6 LL
UNAMI: 1 P-4, 1 P-3, 1 FS, 11 LL
Travel Section
UNAMA: 1 FS, 2 LL
UNAMI: 1 FS, 2 LL
Quality/Performance Management
UNAMA: 3 FS, 1 LL

[1] Combined organization chart detailing positions from both UNAMI and UNAMA that constitute the Kuwait Joint Support Office.